

REQUEST FOR PROPOSALS

TransFormation Alliance Strategic Planning Assistance

The Atlanta Regional Commission (ARC), on behalf of the TransFormation Alliance (TFA), is seeking proposals from firms or teams of firms experienced in strategic planning and fundraising for non-profit development and sustainability, to support the TransFormation Alliance in becoming an effective, productive and sustainable collaborative.

The TransFormation Alliance is a broad partnership of organizations from the private, public, and nonprofit sectors dedicated to creating thriving, mixed-income communities anchored by transit and linked to all opportunities and amenities that make Atlanta great. TFA's mission is to offer all residents the opportunities for a high quality of life, linked by the region's critically important transit system.

ARC intends to award an initial contract for work in 2019 in which the scope will be directly related to developing a sustainable and effective vision for the collaborative. It is anticipated that available funds for the project will be approximately \$75,000. ARC reserves the right to award all or part of the available funds for this project.

ARC anticipates that a contract will be awarded in the first quarter of 2019 with the requirements that all work will be completed by June 30, 2019. The successfully consultant should be prepared to begin work immediately upon receipt of a Notice to Proceed. Interested firms should submit a proposal that addresses the requirements listed below and the Scope of Services in Exhibit A. The consultant should provide a detailed breakdown of the proposed budget and task breakdown following the general formats in Exhibits B.

ARC encourages those applying to be creative in the process to achieve the identified goals. Interested firms are encouraged to propose any additional technical or qualitative tasks and/or deliverables they deem necessary to meet the intent of this RFP.

Proposals must include the following information in order to be considered responsive:

1. Name of lead firm and any sub-consultants.
2. Point of contact (name, title and phone number) at lead firm.
3. Description of relevant experience on projects of this type, specifically for Collaboratives or Collective Impact groups.
4. Qualifications and technical competence of consultant/or sub-consultants in the type of work required.
5. A detailed description of the Consultant's approach to this project, including an explanation of the approach and methodology used to perform the outlined scope of work, specifically addressing recommendations for a sustainable and effective future, and clear understanding of the TransFormation Alliance's mission, principles and areas of work.
6. A proposed schedule and work plan for the accomplishment of the work described in Exhibit A.
7. A proposed project budget in the format of Exhibit B.
8. Any other pertinent information.

The review of written proposals will be based on the following evaluation criteria, with the relative weights in parentheses:

1. Responsiveness and comprehensiveness of the proposal with respect to this RFP (15%)
2. Demonstrated familiarity with Collaborative/Collective Impact work, working with nonprofits, Local/National philanthropic funder, corporate and financial institution knowledge (25%)
3. Project approach (40%)
4. Work plan, schedule (with proposed completion dates per task), and project budget, including estimated hours per task (20%)

Additional information should not be required to respond to this RFP. However, technical questions should be submitted in writing to Marisa Ghani, no later than 5:00 pm, December 18, 2018. Written questions should be mailed to the address provided below or emailed to mghani@atlantaregional.com. All questions received and responses to those questions will be posted on the ARC website no later than 4pm on Friday, December 21, 2018.

ARC must receive one (1) hard copy and one (1) digital copy in either Microsoft or PDF format no later than 5pm on Friday, January 4, 2018.

Proposals must be submitted to the following address:

Atlanta Regional Commission
ATTN: Marisa Ghani
229 Peachtree Street NE, Suite 100
Atlanta, Georgia 30303

ARC reserves the right to reject any and all proposals, and has the right, at its sole discretion, to accept the proposal it considers most favorable to the organization's interest and the right to waive minor irregularities in procedures.

If interviews are necessary, the short-listed firms will be invited to participate in an interview process with an evaluation committee. ARC will confirm a specific interview date and time with short-listed firms by mid-January (tentative), with the interviews to be held during the last week of January 2019 (tentative). ARC reserves the right to award this contract based on initial proposals received without formal interviews and to award all or part of this project to one or more firms.

EXHIBIT A SCOPE OF WORK

General

The work to be accomplished by the Consultant is in support of the following ARC work program component:

802BTG- TransFormation Alliance Grants

Background Information:

TFA is a diverse collaboration of 30 plus partners ranging from government agencies, business partners, MARTA, and nonprofits, working together to amplify the impact of our existing resources. TFA's members are dedicated to ensuring that opportunities and benefits provided by transit investment are made available to all residents of that community – present and future. Through a collaborative structure, TFA makes decisions about direction, activities and resource allocations. TFA's strength comes from weaving a range of partners into roles that best align with their mission, goals and priorities. www.atltransformationalliance.org

We understand that problems are complex, so solutions will have to be equally in depth, working in both the built environment, (changing the way public funds are allocated and implemented for more sustainable and resilient infrastructure, and community development) and the human side (including community organizing, healthy food access, environmental justice, community resilience and sustainability, jobs training, educational opportunities, and arts and culture strategies).

TFA has worked together in some format since 2012. All TFA members sign a memorandum of agreement, which centers the impact of race, racism, and equity as leading guiding principles for working together. All members also agree that transit is central to the success of each organization's mission and to access to opportunity. Other principles guiding our work include:

- Collaboration as our greatest resources
- Transparency
- Shared resources
- Respect for one another
- Strengthening Atlanta's civic infrastructure

The TransFormation Alliance is not a 501c3; this was an intentional decision made by members who wanted the collaborative to not compete against them for similar funding sources. ARC provides administrative and staff support and serves as fiscal sponsor for TFA. The Executive Committee of TFA holds responsibility for leading the collaborative's vision, and strategic direction, making decisions around internal operations, messaging, partnerships, and fundraising in consultation with the broader membership.

Currently our main source of funding is the Strong, Prosperous, And Resilient Communities Challenge (SPARCC). SPARCC is a three-year, \$90 million initiative investing in local efforts at the city and regional levels to ensure that major new infrastructure investments lead to equitable and healthy opportunities for everyone. www.sparcchub.org TFA also enjoys local support from

The Kendeda Fund, MailChimp, and the Annie E Casey Civic Site.

SPARCC will end in December 2019. As TFA's momentum, collaboration, and work continue to grow, it is imperative that we continue to refine our vision and mission to resonate with an expanded membership and new opportunities for systems change throughout the region. At the same time, we need to prepare for a post-SPARCC reality and find effective language that persuades investment in our model and goals.

Scope of Work

TFA is seeking a Consultant to develop a comprehensive and customized strategic framework that will serve as the new foundation for TFA's sustained growth by laying out a roadmap for growth and continuing our mission. In order to become a sustainable collaborative we need to increase and diversify funding by building our capacity for operations, supporting our existing nonprofit partners, and partnering with community members through grassroots grant making.

The selected consultant will work closely with TFA's Managing Director, TFA Executive Committee, and ARC staff to research and recommend an innovative and comprehensive framework for sustained growth. The consultant will have access to SPARCC resources in the form of access to our assigned site coordinator and other national expertise as necessary and available.

Below we have described our goals that will shape the work. We are encouraging those applying to be creative in the process to achieve our identified goals. Those applying should outline a creative approach to accomplishing the development of a comprehensive framework for sustained growth, including tasks, timeline, anticipated deliverables and budget. The consultant should clearly identify both Consultant and TFA roles. It is anticipated that the TFA will provide support for reviewing and editing interim and final deliverables.

We expect the consultant to undertake a comprehensive review of the TFA governance documents and work program, including but not limited to:

- Governance structure
- Guiding principles,
- Policy documents,
- MOAs,
- Existing members,
- 2017 list of accomplishments and 2018/2019 workplan.

These documents, in addition to member make up is included in attached briefing material.

Task 1: Needs Assessment & Analysis

A key component of this work will be to ensure alignment between TFA's systems change goals, the local communities with which TFA is working, and TFA's members to provide mutually supportive strategic priorities. Consultant will provide a needs assessment of TFA's geographic focus area (the ½ mile radius around the Ft. MacPherson, Oakland City, and West End MARTA stations) to assess opportunities and gaps in furthering our work with those neighborhoods.

Task 1 Deliverables:

- A comprehensive review of the TFA governance documents and work program documents (included in Exhibit C)

- Needs and strengths assessment of TFA based on above review

Task 2: Fundraising Development Goals

We envision a strategic multi-year fundraising and implementation plan that includes strategies to increase TFA's fundraising capacity and fundraising success that are in alignment with the collaborative's mission/vision, values, and capacity. The proposed process should:

- Identify TFA's strengths and challenges in presenting our work to funders;
- Identify funders and funding consortiums who are likely to support:
 - collective impact and collaborative models;
 - TFA's focus areas; and
 - early and mid-stage organizations like TFA.

These identified sources should be both local and national with strategies for engagement tailored to each.

- Set forth a structure that will provide clear opportunities for TFA staff and members (particularly the Managing Director and Executive Committee) to lead and support fundraising respectively; and
- Consider, to a lesser extent, how accomplishing TFA's fundraising goals are impacted by fiscal management structure and governance.

Task 2 Deliverables:

- Fundraising pitch deck specifically targeted to local and national funders respectively with tailored engagement strategies for each
- A narrative final report addressing above outlined recommendations.

Task 3: Strategic Planning

We envision a Strategic Plan that guides our work and culture through updated goals, mission, vision, and priorities through a process that engages our growing membership in identifying new strategic approaches to our collaborative work.

Recommendations should consider:

- ways to optimize TFA's organizational structure for completing our identified priorities, including approaches for authentic community engagement and community leadership development;
- strategies for effectively implementing TFA's multi-issue policy platform; and
- development of a simple evaluation process that will support documentation of our work's impact at both systemic and resident levels.

Task 3 Deliverables:

- Professional, visually appealing strategic planning materials
- Detailed report with relevant materials documenting key meetings, themes, and information gathered throughout the process

Task 4: Meetings and Outreach

At a minimum, we expect selected consultant to conduct a project kick-off meeting with TFA's Executive Committee to present and confirm scope, priorities, workplan and deliverables. A presentation of both final Strategic Plan and Fund development strategy will also be made to the Executive committee and shared with all TFA members.

Task 4 Deliverables:

- A scheduled series of meetings with:
 - TFA Executive Committee
 - TFA membership
 - TFA Managing Director and Program Manager

EXHIBIT B
Proposed Project Budget

Proposed Project Budget by Task	Amount
Task 1: Needs Assessment and Analysis	
Task 2: Fundraising Development Goals	
Task 3: Strategic Planning	
Task 4: Meetings and Outreach	
TOTAL	

EXHIBIT C Supplemental Documents

- TFA Collaborative Governance Overview
- TFA Guiding Document,
- Memorandum of Agreement
- TFA Alliance Members
- Existing members,
- 2017 list of accomplishments

TFA Collaborative Governance Overview

February 2018

This memorandum lays out the relevant elements of the governance and decision-making process of the TransFormation Alliance. The TransFormation Alliance has an ambitious work plan and is accountable to many stakeholders and funders who support the collaborative. For this reason, it is important that TFA and its members work efficiently. At the same time, the TFA operates under guiding principles which recognize the value of inclusive decision-making processes that bring together the perspectives of multiple groups. The governance and management structure for TFA were therefore developed to balance the need for nimbleness and agility with the need for inclusive processes.

Changes to this document will be needed as TFA evolves and learns from its successes and its mistakes. Changes or additions may be made to this document and its components at any time by a decision of the full Executive Committee, and further ratified by the full Membership.

Membership

Membership in TFA is indicated by:

- Signing the MOA which indicates agreement with our shared guiding principles and expectations around collaborative relationships, including shared resource development responsibilities
- Attending “All Collaborative” meetings
- Responding to requests for voting
- Participating in a work project, whether as a volunteer or funded participant

TFA’s Members are responsible for:

- Developing and approving an annual work plan
- Reviewing and approving an annual budget
- Participating in the election of the Executive Committee
- Reviewing and voting on any significant changes to the TFA’s vision or mission statements
- Reviewing and voting on any significant changes to the TFA’s key priorities or strategies

Executive Committee

The Executive Committee is responsible for:

- Setting TFA vision, mission, values
- Ensuring overall accountability for accomplishing approved workplan strategies
- Approving annual budget and provide financial oversight
- Approving grants
- Approving policies (TFA’s organizational policies including accountability measures and guidelines and public policy statements)
- Ensuring practices and structures that support internal equity and inclusiveness in TFA’s work
- Providing oversight of TFA Executive Director
- Participating in educational activities about issues related to the mission of TFA
- Supporting the securing of resources for TFA and its work
- Serving as ambassadors and help position TFA in the community

The process for seating the Executive Committee will reflect the TFA’s belief in creating leadership which is diverse in race, gender, and perspective. The Executive Committee can meet and conduct business by telephone.

2018 represents a transition year for TFA’s Executive Committee. The main goal for this year is to onboard resident perspective into our governance structure for the first time, and it is imperative that we do so in a clear, informative and empowering way. To support this important goal, the 2018 Executive Committee will consist of eleven (11) individuals serving one or two-year terms. The current Executive Committee will remain, with two additional seats added to onboard resident perspectives.

The 2018 Executive Committee roster is:

Name	Organizational Affiliation	Interest Represented
Nathaniel Smith/Dwayne Patterson	P’ship for Southern Equity	Equity/organizing
Amanda Rhein	MARTA	agency
Deb Scott	Georgia Stand Up	Organizing/equity
Sarah Kirsch	ULI Atlanta	Business (developers)
Alex Trachtenberg	Southface	Climate
Meaghan Vlkovic/Tim Block	Enterprise Community Partners	Housing/capital
Chris Appleton	WonderRoot	Art and culture
Jon Tuley	ARC	agency
Kathryn Lawler	ARCHI	Health/academic
Darryl Haddock	West Atlanta Watershed Alliance	Residents/climate
Resident	TBD	resident

Goal for 2019 Executive Committee

The 2019 Executive Committee, approved by TFA membership from a slate created by a volunteer Nominating Committee, will consist of eleven (11) individuals serving staggered two-year terms with the option to be renewed once. The composition of the Executive Committee will be:

- four (4) representatives of organizational interests (Organizations must select one person to serve as their primary representative, with the option to have one individual as their designated “back-up” representative)
- four (4) seats for agency, academic, or business partners (Organizations must select one person to serve as their primary representative, with the option to have one individual as their designated “back-up” representative); and
- three (3) resident community leaders (nominated by community members).

Decision Making

Decisions made by the Executive Committee or TFA membership will, whenever possible, be made by consensus.

When consensus cannot be reached, a vote may be called by the Managing Director. To pass or fail, a vote must be agreed to by a minimum of two-thirds of the members present. If additional information or research is desired, a process will be outlined for how such information will be gathered, distributed, and discussed before a vote is scheduled.

Regardless of how many individuals are present from an organization, each organization may only have one vote.

Overview of Consensus Process

Consensus is the process where groups come to a decision by assessing where members are along a spectrum of agreement. While there may not be unanimity in every decision, a decision cannot move forward if there is an explicit NO to a proposal.

A member should vote NO only if they believe the TFA or their constituency, or the member's specific organizational interests will be harmed by moving forward. If any member expresses that a course of action is problematic, additional discussion explores whether there is a NO or if the proposal might be approved or allowed even though seen as problematic.

Voting can occur in person or on the phone during a meeting or call. Voting can also occur via email in special circumstances and Executive Committee or TFA members will have 24 - 48 hours to vote by email. If someone is unavailable, their alternate will vote.

After the first time that this voting process is used, there will be an opportunity to provide feedback and refine this process, if necessary.

DRAFT

Transformation Alliance Guiding Document

The Transformation Alliance's member organizations and agencies are dedicated to ensuring that opportunities and benefits provided by transit investment in communities are made available to ALL residents – present and future. Through a collaborative structure, the Alliance makes decisions about direction, activities and resource allocations. The Alliance's strength comes from weaving a range of partners into roles that best aligns with their mission, goals and priorities.

Theory of Change

Historically, local and regional infrastructure investments in Atlanta have been made in ways that divided neighborhoods and limited opportunities for people on one side of the divide, often people of color or those who are low-income. Our region's social and economic dynamics are directly tied to geography, concentrated poverty, extensive traffic, and an inadequate public transit system – together, all of these things make it extremely difficult to access opportunities. Metro Atlanta has a once in a lifetime opportunity to invest in transit infrastructure that could reshape the built environment for generations. Over the next decade, \$3 billion will be spent on transit and infrastructure, fueling investments and driving changes in housing, health, resiliency, the built environment, and people's experience of place & culture.

As these major new investments in transportation and community development are made, the TransFormation Alliance wants to ensure that your zip code will no longer determine your destiny. By creating a New Atlanta Way for transit and community development investments the Alliance seeks to alter the inequitable development trajectory of our region. This New Atlanta Way will be underpinned by racial equity which is responsive to people within impacted communities, by investing in arts & culture, and by shaping better health and climate outcomes.

Definitions. *The following definitions are important to understand how this information guides our work and commitments.*

Equitable Transit Oriented Development (ETOD)

Transit Oriented Development (TOD) is an approach that prioritizes the preservation and creation of housing, schools, jobs and health outcomes around transit. Equitable Transit Oriented Development (ETOD) combines the TOD approach with an equity lens, to ensure that the development serves vulnerable communities.

Racial equity

Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares in life. Achieving such a condition requires addressing root causes of inequities, not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race, intentionally or not.

Strengthening communities through transit

Structural racism

Structural racism is the dynamic process that creates cumulative and durable inequalities based on race, which is itself a social construct. Interactions between individuals are shaped by and reflect underlying, and often hidden, assumptions that shape biases and create disparate outcomes even in the absence of racist actors or racist intentions. We can see the presence of structural racialization in the consistent differences in outcomes in education attainment, family wealth and even life span between races.

Gentrification

Gentrification is a process of renewal of deteriorated urban neighborhoods by means of the influx of more affluent residents. Gentrification is typically the result of increased interest in the neighborhood. In the case of Atlanta, this is a result of major infrastructure investments in transit and community development. Gentrification can result in economic development, increased attraction of business and lower crime rates, but unfortunately gentrification likely leads to displacement of lower-income families without appropriate policies and financial incentives.

Creative Placemaking

In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.

Guiding Principles. *Our guiding principles directs our collaborative practices and how we work together, regardless of changes in its goals, strategies, or governance.*

Leading with Racial Equity

We acknowledge that decisions were, and are, based on structural racism and we will work to change power dynamics and policies to address this issue through various lenses. We acknowledge that decisions made about the built environment have disproportionately impacted vulnerable communities. We will advocate for preservation of existing residents to benefit for the improvements in their neighborhoods.

Collaboration

Collaboration between people, organizations and entities requires working toward shared objectives through a mutually agreed upon division of work and accountability. We can only achieve our goals through clear and inclusive communication, and partnership with a wide spectrum of stakeholders. We acknowledge the limits of our own understanding, recognizing that what we bring to the table is only a small part of the puzzle. We act with integrity by engaging people from diverse disciplines as contributors to the process and the outcomes.

Strengthening communities through transit



The Alliance was built on the understanding that collaboration is our greatest resource, strengthening our existing ecosystem of nonprofits, government agencies and other partners. Successful collaboration requires acknowledging the value of all people and organizations regardless of capacity, leveraging existing work and resources to create alignment, intentionally and generously uplifting partner organizations, and elevating our shared TFA platform and work plan to supporters and funders.

Transparency

We commit to ensuring transparency by working together to be specific about decision making processes, partner roles and responsibilities.

We commit to advocating for transparency and sharing information whenever possible to empower all partners. Partners agree to share information received, or actions taken, as long as sharing such information does not violate organizational confidentiality, undermine organizational interests, or compromise constituencies. We acknowledge that some information is confidential and cannot be shared.

We seek to collect data and evidence that can objectively inform decision making—this includes research directly related to an issue AND knowledge of different perspectives. Given our efforts to be responsive, efficient and maintain momentum, we will strive to consult with each other—via calls or in-person meetings—on relevant issues and determine the most appropriate strategy, rather than taking independent, uncoordinated action. We believe there is value in dialogue—though it's not always possible or necessary to speak with a single voice, we want to build trust and maintain relationships by clarifying self-interest, sharing the positions of different constituencies, and being transparent about where we agree/disagree.

Respect

We begin from a place of trust in order to build trust – we commit to assuming positive intent between partners. We are attentive to how we approach every form of communication. We seek to be clear about what we know and don't know, and what we are asking of others. We treat everyone as we would like to be treated, and encourage others to do the same.

We strive to resolve conflicts constructively, either one-on-one or through facilitated discussions with Alliance members or facilitators. We create an environment that propagates respect and celebrates collective learning and discovery. To facilitate learning, we will create a sharing platform for knowledge exchange from one organization to the other. We will respect community and the people that live in them, empowering community members to share their history and wisdom and be a part of the decision making.

Strengthening Atlanta's Civic Infrastructure

Nonprofits play a critical role in Atlanta's push toward a more equitable city and region. However, the majority are often confronted with capacity-building challenges. Long-term support for Atlanta's leading nonprofits is required to ensure the resiliency and sustained impact of these organizations. The strength of the TransFormation Alliance depends on the strength of its members. We strive to raise the public awareness of member organizations while working to increase their capacity via resource development, training and technical support.

Strengthening communities through transit



Sharing of Resources

We understand that nonprofits vary drastically in influence, need and operational capacity. This understanding requires a deep sensitivity to the dynamics of power and capacity among TransFormation Alliance members. Alliance leadership will strive to ensure the assets of the Alliance are leveraged in ways that promote the equitable distribution of resources and leadership opportunities.

Key Perspectives Driving Our Work

Our work will strengthen communities through Equitable Transit Oriented Development (ETOD). The below perspectives are how we accomplish the TransFormation Alliance's work:

People: We seek to ensure that the lives of community members are improved, community leaders are empowered by knowledge, data, and development processes which reflect authentic community voice in design and decision making. We work to create a model that sufficiently funds and includes processes for achieving authentic community partnership in the development process.

Arts and Culture: As creativity and creative expression illuminate individual and interpersonal experience, arts and culture is a key tenet of the TransFormation Alliance's activities. Arts and culture impacts our economy, health, environment and social fabric. We will use Arts and Culture as a platform for community discussions and engagement. Arts, culture and creative expression play a pivotal role in community development to stabilize disruption and preserve community culture.

Transportation and Job Access: We advocate for projects and funding to maintain our existing transit system, its connectivity to other transportation modes and responsibly expand access to our transit infrastructure. We work to ensure workers of all wage levels and demographics can access high quality jobs and employers have access to qualified workers.

Housing Choice and Innovative Capital Finance: We coordinate resources to facilitate ETOD projects. We will advocate for policies and resources that create and preserve affordable living options near transit.

Climate and Health. We will work to create new sustainability and resiliency policies, including green and efficient housing, clean energy resources, green infrastructure, healthy food access and introduce a range of recreational programming. In addition we will build out capital deployment mechanisms for equitable, green and healthy investments.

Our Core Activities

Convene: We are committed to partnering with others and facilitating conversations that result in positive change.

Educate: We engage and empower communities affected by transit development to ensure their voices are heard and included in decision-making processes.

Advocate: We promote policies and practices that drive ETOD and improve transit connectivity for people throughout metro Atlanta.

Strengthening communities through transit



Technical Assistance: We develop tools to inform, catalyze and support ETOD that reflect sound value propositions and the input of residents.

Project Finance: We seek to leverage financing solutions that encourage development partners to include ETOD principles and design in their projects.

Community/Cultural Organizing: We facilitate the coordination of cooperative efforts carried out by local residents to promote the interests of their community. In addition we use cultural organizing to integrate arts and culture into organizing strategies. Cultural organizing is about organizing from a particular tradition, cultural identity, community of place, or worldview reflecting the unique cultural, artistic, organizational and community context of its practitioners.

Strengthening communities through transit

40 Courtland Street, Atlanta, GA 30312
404.463.3309
www.ATLTransformationAlliance.org

PEOPLE-CENTERED VISION

We envision an Atlanta where every community and neighborhood has people at the core. Transit, and its supporting infrastructure, is “human-centered” and serves and supports the quality of life of families living near it. All residents and communities have the capacity to fully engage in any transit, land use and real estate development planning process. We believe:

- All residents deserve to enjoy better connectivity, healthy and efficient homes, access to greenspace, enhanced quality of life, and the preservation of the community’s history, economy and core institutions.
- It is important to nurture and support individuals and organizations that support the civic engagement, education, and capacity building of neighborhood stakeholders to encourage equitable neighborhood development as they participate in planning efforts.
- Arts and culture are effective in improving community engagement and social cohesion, and should be considered standard practice in planning for transit and real estate development.

How can we make this vision a reality?

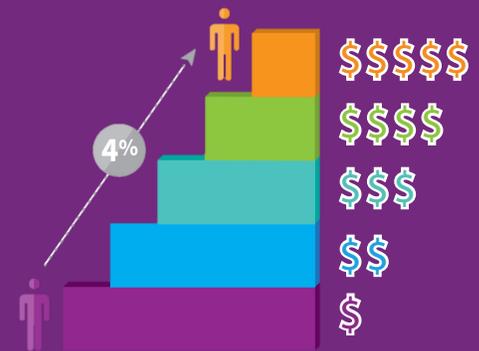
Adopt inclusionary land-use and economic policies that minimize displacement of vulnerable communities.

Establish initiatives that create short term, pop-up, and permanent arts and culture uses near transit station areas and in revitalizing neighborhoods.

Encourage, support, and adequately fund inclusive planning activities and outcomes.

Expedite permitting processes for those developments that incorporate significant and authentic community engagement and visioning exercises in addition to traditional engagement activities such as NPU meetings.

People are the Heart of TOD
Transportation investments and development are change agents for communities.



A child raised in the bottom fifth income bracket in Atlanta has just a 4% chance of reaching the top fifth.

40% of low & moderate wage workers live south of Interstate 20



... but, 75% of low & moderate wage jobs are located north of Interstate 20



DIVERSE & DEDICATED

The TransFormation Alliance is a diverse collaboration working to ensure that the value of integrating transit into development is made accessible to all residents of a community, not just some. Through our working committees, we collaborate with organizations that share our passion for strengthening communities. Our partners include:

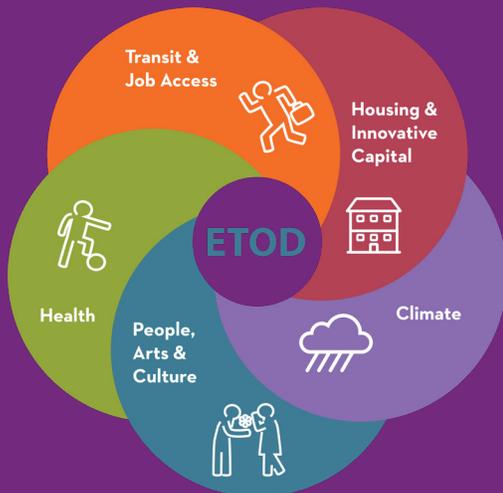
Community Advocates
Policy Experts
Transit Providers

Non-Profit Developers
For-Profit Developers
Government Agencies

OUR MEMBERS



Five Key Issues
That Drive Our Work



Join us to learn more about Equitable Transit Oriented Development and how the TransFormation Alliance can work with you.

ATLtransFormationAlliance.org

TRANSIT VISION

We envision an Atlanta where communities are transformed by safe and reliable transit options that link residents to the opportunities they need to thrive. This new Atlanta features:

- Maintenance and expansion of affordable, accessible, and safe transit, prioritizing transit-dependent communities
- Improved and expanded infrastructure in areas of transit-supportive density that include a variety of modes and access to neighborhoods, jobs centers, daily services, schools and cultural amenities
- Existing residents proactively engaged to explain and mitigate displacement caused by infrastructure investments and subsequent market changes

How can we make this vision a reality?

Increase resources to fund transit service expansion

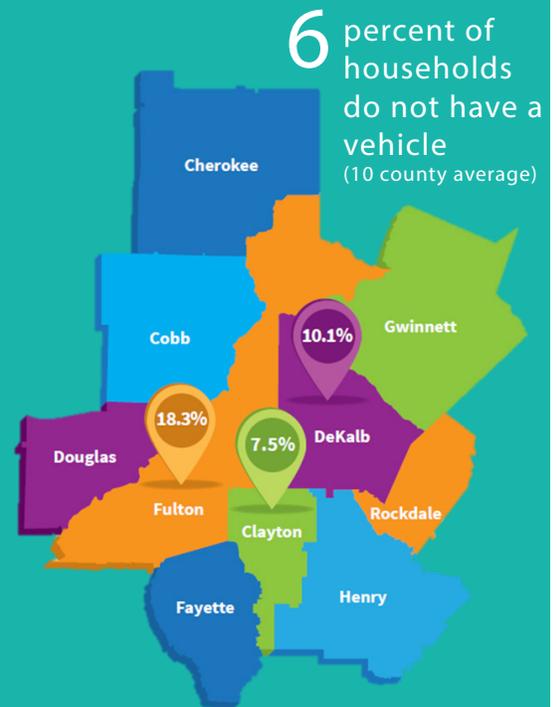
Prioritize community engagement and opportunities for the arts, culture and creative placemaking in all transit investment decisions

Increase resources to fund infrastructure to support transit use, e.g., sidewalks, signs, bus shelters

Preserve and enhance bus service for transit dependent communities

Pursue regional coordination of transit system to maximize rider convenience and experience

Safe and Reliable Transit Options



40% of low & moderate wage workers live south of Interstate 20



... but, 75% of low & moderate wage jobs are located north of Interstate 20



DIVERSE & DEDICATED

The TransFormation Alliance is a diverse collaboration working to ensure that the value of integrating transit into development is made accessible to all residents of a community, not just some. Through our working committees, we collaborate with organizations that share our passion for strengthening communities. Our partners include:

Community Advocates

Non-Profit Developers

Policy Experts

For-Profit Developers

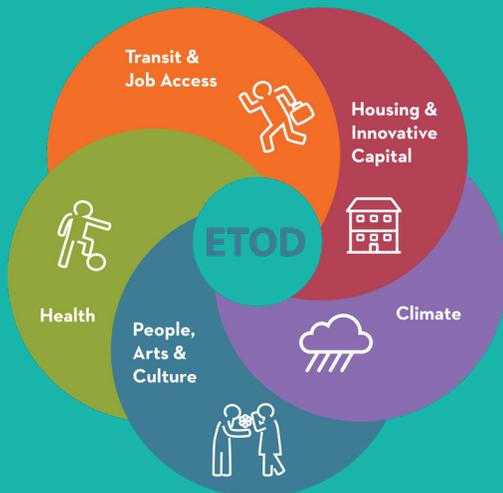
Transit Providers

Government Agencies

OUR MEMBERS



Five Key Issues
That Drive Our Work



Join us to learn more about Equitable Transit Oriented Development and how the TransFormation Alliance can work with you.

ATLTransFormationAlliance.org



JOB ACCESS VISION

We envision an Atlanta where community residents have access to quality jobs, training, and education programs, as well as opportunities for economic advancement. This new Atlanta features:

- expanded transit to catalyze job creation and retention and to increase safe and efficient connections from home to the workplace or training site
- employers that choose to locate and develop near transit provide training and employment opportunities for the economic advancement of impacted communities and residents.
- locally owned and culturally relevant businesses near transit and in revitalizing neighborhoods that are supported by targeted opportunities and resources for growth.

How can we make this vision a reality?

Transit oriented development projects are evaluated with a data driven equity lens to determine whether the project will adequately alleviate barriers to job access and economic advancement.

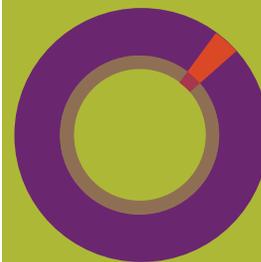
Create and apply First Source Jobs Program requirements to all construction projects receiving public subsidy.

Reduce property taxes or freeze property valuation for a time period to allow existing locally-owned businesses to adjust to rising property values in transit areas and other revitalizing neighborhoods.

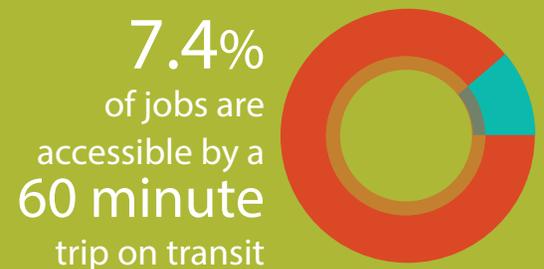
Offer tax incentives for community serving and culturally relevant locally owned businesses to locate in transit oriented development and revitalizing neighborhoods.

Ensure job growth is focused on living wage and family supporting employment, with a priority on middle skilled jobs.

Atlanta ranks 91st of 100 largest metro regions for job access via public transportation



3.4% of jobs are accessible by a 45 minute trip on transit



7.4% of jobs are accessible by a 60 minute trip on transit



21.7% of jobs are accessible by a 90 minute trip on transit

Diverse & Dedicated

The TransFormation Alliance is a diverse collaboration working to ensure that the value of integrating transit into development is made accessible to all residents of a community, not just some. Through our working committees, we collaborate with organizations that share our passion for strengthening communities. Our partners include:

Community Advocates
Policy Experts
Transit Providers

Non-Profit Developers
For-Profit Developers
Government Agencies

OUR MEMBERS



Five Key Issues
That Drive Our Work



Join us to learn more about Equitable Transit Oriented Development and how the TransFormation Alliance can work with you.

ATLTransFormationAlliance.org



HOUSING VISION

All Atlanta families have access to healthy, safe, and affordable housing options with access to transit, education, jobs, and health services.

In the new Atlanta:

- Affordable housing production and preservation happens in revitalizing neighborhoods and communities of opportunity
- There is a priority to develop affordable housing near transit or with density to support future transit solutions
- Publicly financed affordable housing programs and incentives result in long-term or permanent affordability
- Residents, given knowledge of planning and design principles, are engaged to create community responsive development solutions

How can we make this vision a reality?

1. Establish permanent affordable housing trust funds with dedicated sources of public revenue
2. Support community land trusts
3. Use publically-owned land near transit to develop new affordable housing
4. Tie public incentives to clear and achievable affordable housing goals
5. Encourage creative options, i.e. zoning that allows multiple and accessory dwelling units, to meet the needs of today's family households

Housing and transportation costs are too high!



The average apartment rent a 1/2 mile from a MARTA station is **10% above** the regional average



80% of households spend 45% or more

of their yearly income on housing & transportation

Diverse & Dedicated

The TransFormation Alliance is a diverse collaboration working to ensure that the value of integrating transit into development is made accessible to all residents of a community, not just some. Through our working committees, we collaborate with organizations that share our passion for strengthening communities. Our partners include:

Community Advocates
Policy Experts
Transit Providers

Non-Profit Developers
For-Profit Developers
Government Agencies

Five Key Issues
That Drive Our Work



Join us to learn more about Equitable Transit Oriented Development and how the TransFormation Alliance can work with you.

ATLTransFormationAlliance.org

OUR MEMBERS



CLIMATE VISION (Draft)

We envision an Atlanta that is a leader in sustainability with clean air, water and land through substantial clean energy, resource efficiency, alternative transportation, and responsible development practices. We aim to create sustainable communities in which every resident has fair and equitable access to a healthy and sustainable quality of life that is resilient to our changing climate.

Guiding Statements

- The burdens and impacts of climate change should not adversely impact one community more than another.
- All residents deserve fair and equitable access to affordable clean energy, water efficiency and conservation resources, particularly communities most vulnerable to the impacts of climate change.
- Alternative transportation options like biking, walking and public transit create accessible, affordable, healthy and resilient communities.
- All communities and neighborhoods should have access to healthy local food, greenspace and nature.
- Sustainable development practices can enable communities to adapt to and mitigate the effects of climate change.

How can we make this vision a reality?

1. Local governments develop and adopt Climate Action and Resiliency Plans with dedicated budgets for implementation and community partnerships.
2. Adopt local ordinances that incentivize or mandate that 100 percent of the electricity consumed in the jurisdiction be generated by clean energy resources by 2035.
3. Provide financial resources such as Property Assessed Clean Energy (PACE), green revolving loan funds, utility rebates and incentives, and other creative funding solutions to install energy and water efficiency, and renewable energy technologies.
4. Provide education and training programs for clean energy, urban agriculture and green infrastructure workforce development.
5. Update and revise zoning codes, design standards and ordinances to facilitate sustainable development

Notes:

HEALTH VISION (Draft)

We envision Atlanta and the southwest Atlanta railroad corridor neighborhoods as places where healthy living is the easy, affordable, and most appealing option for everyone who lives, works, learns, or visits here. We consider health to be not just the absence of disease, but complete physical, social, and emotional wellbeing. Furthermore, health is the ability of an individual or group to identify and to realize aspirations, to satisfy needs, and to change or cope with the environment. A healthy corridor is a place that welcomes people of all ages, incomes, and backgrounds to enjoy its fresh food, safe and easy access to transit, restorative parks and green spaces, living wage jobs, and first class medical, dental, and mental health services. Through a sustainable built and natural environment, the corridor offers high quality of life at a low cost of living – creating health and wealth.

Guiding Statements

- Your opportunity for health starts long before you need medical care.
- Health begins where we live, learn, work and play.
- All Americans should have the opportunity to make the choices that allow them to live a long, healthy life, regardless of their income, education or ethnic background.
- Every person seeks health, safety, and wellness for themselves and their family – and this affects the commercial and real estate markets for healthy places and products.
- Truly healthy places are accessible to anyone regardless of age, ability, or the economic barriers they are working to overcome.
- Social connectedness is necessary to physical and mental wellbeing, at every stage of life.

How can we make this vision a reality?

1. We are consulting with community stakeholders to identify existing and needed resources, and develop a strategy for healthy community development.

Notes:

ARTS AND CULTURE VISION (Draft)

Art, culture, and creative expression play a pivotal role in community development by working to catalyze community transformation and stabilize disruption. We utilize the arts as a mode of deeply examining and articulating the human experience in Atlanta. This work reinforces the significance of qualitative perspective in advancing institutional and systematic change. The arts help us understand truths often not easily communicated. Our work in these areas demonstrate that the arts:

- Improve individuals' sense of belonging and/or attachment to a community
- Increase a sense of collective identity and system efficacy
- Stimulate social capital by cultivating stakeholder participation, connecting partnering organizations to each other, and by giving participants experience in collaborating with local government and nonprofits
- Spur economic vitality by driving tourism, workforce development in the creative sector, and increasing patronization of local businesses.
- Arts & culture are means to engage diverse stakeholders and increase community voice in visioning and planning for built-environment projects

Guiding Statements

- Artists, arts administrators, and creative entrepreneurs are vital contributors to Atlanta's thriving communities. As such, they must have access to equitable amenities. These amenities include: affordable housing stock, sufficient healthcare, limited environmental vulnerabilities, and reliable transit options.
- Every Atlanta resident should have the access to observe, engage in, learn, and/or create the cultural expressions that shape their identity.
- Systemic change happens when artists, arts administrators, and creatives are supported by civic organizations through resources, engagement, and limited access barriers
- Artists have a responsibility to ethically and collaboratively shape their communities.

How can we make this vision a reality?

1. Fulltime employment positions for artists in any/all planning institutions and municipality offices
2. Arts and Cultural organization are explicitly stated in community benefit agreements for new development projects with allocated resources (i.e. .5% of the total project budget equitably disbursed among organizations as unrestricted grants)
3. Affordable housing qualification criteria expanded to include 1099 contract workers.
4. Artists serve on commissions and advisory councils for City of Atlanta (i.e. Urban Design Commission)
5. Create an arts concierge service for the City of Atlanta planning department
6. Create a dedicated funding stream through a SPLOST for nonprofit arts & culture organizations within the City of Atlanta and cultural workers/artists
7. Require creative space in public buildings of a certain size
8. Arts & culture organizations receive priorities when COA is dispossessing of real estate

Notes:



MEMORANDUM OF AGREEMENT

This **MEMORANDUM OF AGREEMENT** is entered into between the undersigned party and the TransFormation Alliance (TFA). The purpose of this MOA is to communicate shared goals and define the responsibilities and shared expectations of members of the TransFormation Alliance.

The TFA is a partnership of government agencies, nonprofits, and other organizations that share a vision of strengthening communities through transit and an understanding that access to transit plays a critical role in achieving their individual and/or organizational mission.

Guiding Principles

Through a collaborative structure, the TFA makes decisions about direction, activities, and resource allocations. Our guiding principles, listed below, direct our collaborative practices and how we work together, regardless of changes in goals, strategies, or governance.

Leading with Racial Equity

We acknowledge that growth decisions were, and are, based on structural racism and we will work to change power dynamics and policies to address this issue through various lenses. We acknowledge that decisions made about the built environment have disproportionately impacted communities of color and low income communities, and TFA members will advocate for policies and programs that allow all residents to benefit from the transit improvements in their neighborhoods, regardless of their racial or economic composition.

Collaboration

The TFA was built on the understanding that collaboration is our greatest resource, strengthening our existing ecosystem of nonprofits, government agencies, and other partners. Successful collaboration requires acknowledging the value of all people and organizations regardless of capacity, leveraging existing work and resources to create alignment, intentionally and generously uplifting partner organizations, and elevating our shared TFA platform and work plan to supporters and funders.

TFA members commit to working toward shared objectives through a mutually agreed upon division of work and accountability. Members will take votes or ratify Executive Committee decisions as needed to help the TFA move and speak with unified purpose.

Transparency

Members commit to building trust and maintaining relationships by clarifying self-interest, sharing the positions of different constituencies, and being transparent about where we agree or disagree.

We commit to ensuring transparency by being specific about decision making processes, partner roles, and responsibilities. We commit to sharing information whenever possible to empower all partners. Partners agree to share information received, or actions taken, as long as sharing such information does not violate organizational confidentiality, undermine organizational interests, or compromise constituencies. We acknowledge that some information is confidential and cannot be shared.

Strengthening communities through transit

229 Peachtree Street NE, Suite 100, Atlanta, GA 30303
470.378.1519

www.ATLTransFormationAlliance.org



We seek to collect data and evidence that can objectively inform decision making—this includes research directly related to an issue AND knowledge of different perspectives. Given TFA’s efforts to be responsive, efficient, and maintain momentum, we will strive to consult with each other—via calls or in-person meetings—on relevant issues and determine the most appropriate strategy, rather than taking independent, uncoordinated action.

We believe there is value in dialogue—though it’s not always possible or necessary to speak with a single voice.

Respect

To build trust, we commit to assuming positive intent between TFA members. We seek to be clear about what we know and don’t know, and what we are asking of others.

We strive to resolve conflicts constructively, either one-on-one or through facilitated discussions with TFA members or facilitators. We create an environment that propagates respect and celebrates collective learning and discovery. To facilitate learning, we will create a sharing platform for knowledge exchange from one organization to the other. We will respect community and the people that live in them, empowering community members to share their history and wisdom and be a part of the decision making.

Members commit to treating each other as we would like to be treated, and encouraging others to do the same.

Strengthening Atlanta’s Civic Infrastructure

Nonprofits play a critical role in Atlanta’s push toward a more equitable city and region. However, the majority are often confronted with capacity-building challenges. Long-term support for Atlanta’s nonprofits is required to ensure the resiliency and sustained impact of these organizations. The strength of the TFA depends on the strength of its members.

The TransFormation Alliance and its members commit to raise the public’s awareness of member organizations while working to increase their own organizational capacity via resource development, training and technical support.

Sharing of Resources & Resource Development

We understand that nonprofits vary drastically in influence, need, and operational capacity. This understanding requires a deep sensitivity to the dynamics of power and capacity among TFA members. TFA leadership will strive to ensure the assets of the TFA are leveraged in ways that promote the equitable distribution of resources and leadership opportunities.

Members commit to leveraging existing work and resources to:

- support accomplishing TFA mission, goals and outcomes, including the internal objectives of the collaborative; and
- implement TFA’s work plans and project deliverables.

Strengthening communities through transit

229 Peachtree Street NE, Suite 100, Atlanta, GA 30303
470.378.1519

www.ATLTransformationAlliance.org



Members can work with TFA staff and partners to identify and apply for new grants or resources which leverage TFA resources to complete a scope of work or project, or apply their existing budgets, where appropriate, to workplans which advance shared work outcomes.

Branding and Messaging

Branding is an important strategy in our engagement and fundraising efforts. Our brand and messaging influence how TFA is perceived, and helps to build understanding about the value of collaboration as a strategy.

We recognize that TFA’s credibility is built on the strength and diversity of its membership. It is our hope to leverage all our members logos and messaging to make a greater impact in our work.

Members agree to the use of their organizational logo on the TFA website. On an issue by issue basis, however, a member may decide NOT to have their logo or organization affiliated with a position paper, set of recommendations or other TFA statement. As part of our shared commitment to transparency and open communication, members of the TFA will make good faith efforts to ask when a member would prefer not to have their logo associated with a TFA work product, and ensure the final version reflects that wish.

The undersigned party, by and through a duly authorized representative, executes this **Memorandum of Agreement** on and as of the date indicated below. This document will be revisited yearly to determine continued partnership roles and responsibilities.

Signature _____

Name and Position _____

Organization Name _____

Date _____

Strengthening communities through transit

229 Peachtree Street NE, Suite 100, Atlanta, GA 30303
470.378.1519

www.ATLTransformationAlliance.org

Transformation Alliance Members

100 Resilient Cities/COA Office of Resilience
ARC
ARCHI
Atlanta Bicycle Coalition
Atlanta Land Bank
Atlanta Land Trust
Atlanta Neighborhood Development Partner
Beltline Partnership
Center for Civic Innovation
Enterprise Community Partners
Focused Community Solutions
Generator, Inc.
Georgia ACT
Georgia StandUp
The Guild ATL
GSU Center for Excellence in Teaching and Learning
Individual
Kennesaw State University
MARTA
Moving In The Spirit
Neighborhood Nexus
Neighborworks
Partnership for Southern Equity
Relay Bike Share
Soccer in the streets
SouthFace
Tapestry Development
Urban Land Institute
USGBC
West Atlanta Watershed Alliance
WonderRoot
VOX ATL

ATLANTA

This summary memo includes content from the 2017 year-end report that each site completed in February, 2018 work plan, and a collection of simple notes from the evaluators, SPARCC site coordinators and local site leads on progress through the summer of 2018.

Catalytic Moment

Historically, local and regional infrastructure investments in Atlanta have divided neighborhoods and limited opportunities for people or those who have low-incomes. The region's social and economic disparities are driven by race, income, geography, concentrated poverty, extensive traffic, and exacerbated by an inadequate public transit system. Over the coming decades, \$3 billion will be spent on transit and infrastructure, fueling investments and driving changes in housing, health, and the resiliency of the built environment.

As these major new investments in transportation and community development are made, the TransFormation Alliance (TFA) wants to ensure that zip code will no longer determine destiny. By creating a New Atlanta Way for transit and community development investments, the Alliance seeks to shift the current inequitable trajectory of development and policy decision-making of the region. This New Atlanta Way will be underpinned by racial equity which is responsive to people within impacted communities through arts & culture-based community engagement, data informed problem solving, and authentic conversations which can shape improved health and climate outcomes. 2018 is a pivotal year for this work – Atlanta has a new mayor, the Beltline has a new CEO, and MARTA has a new GM, all of whom are inheriting the equity challenges and public scrutiny of 2017. Then there are the new class of city council persons, county council persons and school board members – TFA is now in a highly dynamic political position.

KEY ACTIVITIES IN 2017

- **Table Development:**
 - Hired the First TransFormation Alliance Managing Director, Odetta MacLeish-White, with the position administratively housed within the Atlanta Regional Commission.
 - The table has grown to formally include new organizations representing the urban conservancy and resident programming, bike coalitions, and urban dance.
- **Community Organizing:** Forty-two community stakeholders and leaders have participated in nine events held to inform and educate the community on the opportunities and threats to their neighborhoods due to development around transit stations. The Transformation Academy was designed for and has launched in 2018.
- **Advancing Racial Equity:** TFA sponsored several of its members to attend the Interaction Institute for Social Change's Fundamentals of Facilitation for Racial Justice Work, a two-day training designed to develop practical skills and tools for guiding others through productive conversations about race, racism, and racial justice.
- **Data:** TFA's data partner, Neighborhood Nexus, held its first meeting of the Data Council which will provide the TFA with data management, visualization tools, analytic capacity, innovative surveys, and technical assistance. This tool will be used to address community identified data requests.
- **Arts and Culture Cross Sector Approaches:** WonderRoot hired staff to lead a cross-sector Arts and Culture framework in the Lee St. Corridor, as part of an innovative grant with Southface to explore climate and cultural resilience. A curriculum for Arts-based Racial Equity Training for cross-sector partnerships is also under development.
- **Health:** In partnership with ARCHI and the Georgia Health Policy Center, a data profile of

community residents has been developed. Soccer in the Streets has started the Westside United Soccer team which kicked off in anticipation of a soccer field installation at the West End MARTA station.

- **Climate:** With SPARCC technical assistance, TFA conducted a Rapid Climate Vulnerability Assessment which identified and implemented specific strategies to reduce the climate vulnerability in TFA's place based work. As part of Southface's Energy Efficiency for All (EEFA) grant renewal, there will be alignment with TFA climate-related work on low-income solar+storage, clean energy underwriting/proforma, and energy and water efficiency programming for affordable housing.
- **Capital:** Enterprise Community Partners is leading demonstration of a community investment framework leveraging Kresge's Capital absorption work and integrating the SPARCC Capital Screening tool. Enterprise continues to move forward in the development of the Tucker Avenue eTOD demonstration project including hiring a project management team, conducting market and parcel availability analysis, creating and releasing an RFP for conceptual design services, and the development of a community engagement plan. In addition, we continue to further define and prioritize TFA's SPARCC capital pipeline.
- **Systems Change Efforts:** TFA, led by Georgia ACT and in partnership with the City for All housing coalition, was instrumental in catalyzing the City of Atlanta's re-commitment to Inclusionary Housing policies. TFA also partnered to plan or support three mayoral forums, focused on topics such as affordable housing, transportation, and the arts. TFA is actively pushing a policy proposal, The Living Transit Fund, to create a loan program from a percentage of MARTA Tax Referendum dollars to fund affordable housing around transit stations.

PRIMARY CHALLENGES IN 2017

- Clarifying and institutionalizing a new governance structure.
- Supporting members in practicing the integration of SPARCC's lenses; the Champions structure originally didn't create the "cross pollination" they had hoped it would.
- Continuing to establish the difference between SPARCC and the TFA, and managing expectations around available funding.
- All of TFA's members are small and they must constantly manage work demands relative to the amount of money they can provide. Additional unrestricted resources always help hire additional capacity.
- Local philanthropy remains thin; they hope that national SPARCC interaction can change this.

PRIMARY LEARNING IN 2017

- Authentic community engagement continues to need attention, TFA needs to incorporate community into the governance structure, become more comfortable in the "grasstops" role they play, and create space for community and decision makers to explore program ideas
- TFA needs to focus even more on building political power and influence; otherwise they are vulnerable to swiftly changing priorities
- Champions are good for holding focus on individual lenses but they need to focus more on shared projects to support cohesion and truly integrated approaches.

FOCUS FOR 2018

In 2018, TFA will retain the People/Policy/Capital framework. This approach remains viable for capturing an evolved project list. Much of 2017's work has set up 2018 planning as they move from data collection and program development into execution of projects and/or systems change and influence strategies.

Collected Notes on Progress through summer 2018:

TABLE DEVELOPMENT

- TFA has seen a significant growth in membership this year. This has been attributed to their explicit focus on advancing racial equity. New members include community residents and partners in health, journalism, and climate.
- They have updated their governance model to reflect their growth and have created a new set of guidelines for collaboration to support their new model.

POLICY & ADVOCACY

- TFA has revised their policy agenda and statements to center on racial equity, and includes a vision for job access, housing, mobility, health, arts and place, and climate.
- They held 4 policy education events for politicians before elections.
- Transit coordination is getting a boost with the governor signing regional transit legislation for transit governance and funding structure and forming the Atlanta-region Transit Link Authority (The ATL). TFA is helping communities prepare to manage the change in residential and commercial rent that transit triggers.
- TFA influenced the passage of an inclusionary zoning ordinance around the Beltline (a new transit loop in ATL).
- WonderRoot and the Center for Civic Innovation will convene a one-day cross-sector training summit for artists, creative placemaking practitioners, policy makers, and cross-sector partners to learn from one another and field leaders on best practices on integration arts strategies for community development.
- Georgia ACT will continue to support housing policy work, including education and advocacy around the Living Transit Fund.
- With the Safe Streets Alliance, TFA would like to present data on the "high injury network" of most dangerous Atlanta roads to the broader TFA membership. The data shows communities of color and underserved neighborhoods are hardest hit by fatal and serious injury crashes (mostly people trying to cross the street, often to get to transit). This disparity is something TFA and its transportation policy would want to address. This alliance would tackle the MARTA station assessment. We hope to go beyond transportation infrastructure by bringing in groups that address other issues that limit people's access to safe streets.
-

CAPITAL

- SPARCC approved \$100,000 Capital Grant to support Soccer in the Streets. The grant is supporting the construction of two soccer fields and related infrastructure at the Atlanta Marta West End Transit Station. The grantee is developing underutilized, unused spaces in and around transit stations into accessible soccer and community programs. The fields will increase access to healthy recreational activity and become a community hub for sport and social interaction. The grant will be a model and catalyze further investment in scaling the initiative in collaboration with the City of Atlanta.
- The Tucker Avenue project, a mixed-use development planned by Atlanta Land Trust on the Lee Street Corridor, is currently undergoing the SPARCC capital screen and survey as the team assembles a loan application. TFA will continue to engage community and residents for designing new construction permanently affordable housing, while also undertaking preservation studies in

the SPARCC geography to create a multifamily preservation plan.

- TFA will continue integrating SPARCC capital approaches into Coordinated Community Capital work, such as the development of community resilience hubs, and recreation projects near MARTA
- Invest Atlanta invited TFA to present TFA's Equity Evaluation Tool and SPARCC's Capital Screening process as a local option for a data driven equity strategy in connection with Invest Atlanta's potential TOD fund.
- TFA continues to vet its extensive list of capital ideas with the SPARCC survey and screening tool for submission to the SPARCC capital.

COMMUNITY ENGAGEMENT

- The Transformation Academy graduated the first class of 25 citizens. A second class will be held in the fall of 2018. The graduates create opportunity for continued engagement around advocacy efforts
- TFA is launching community engagement for a new Atlanta Streets Alive route in SW Atlanta - seeking neighborhood ideas for routes that highlight local assets and needs. The work will include engagement through neighborhood meetings, NPUs, local organizations/institutions to collect route suggestions and hold a community-wide vote on the best route that will most effectively promote local businesses and resources, and safe, active streets in the ways neighborhoods want them to be.
- Georgia Stand Up and Partnership for Working Families has launched the "We Make This City" campaign, an initiative of Partnership for Working Families affiliate organizations to build a collective vision of cities that provide the foundation and infrastructure all people need to live full and healthy lives.
- Grassroots granting and relationship development – TFA continues regular monthly meetings with residents in the SPARCC geography and continues to strive for more integrated meeting agendas to avoid meeting fatigue.
- TFA will also continue its grassroots grantmaking but will seek partners to design a program that provides more capacity building to the individuals and nonprofits.
- Resident engagement – by retaining a consultant, TFA will improve its grassroots politics by increasing an understanding of the city council and NPU dynamics in the SPARCC geography but will also add three new members to the executive committee, drawn from the neighborhoods around the target MARTA stations.
- As part of an innovative grant with WonderRoot and to explore climate and cultural resilience the team has hosted multiple community events partnering with dozens of local residents in stormwater management/green infrastructure (GI) education, participating in cultural interviews, completing nearly 30 Neighborhood Flooding Surveys, selecting priority survey sites for creative placemaking implementation, and supporting the design and implementation of creative placemaking projects.,
- The Lee Street Health profile continues to be vetted by community members in order to understand the Health needs in the community. The community members tie Health issues directly to their economic status.
- WonderRoot continues to implement the EnRoute program, a community---based public art project that creates meaningful, aesthetically imaginative, high quality, text---based murals that explore issues of access, mobility, and public at 4 MARTA stations, recently completing H.E.Holmes station.
- WonderRoot will also launch The Art Lab, a fellowship program for artists and cultural organizers to support civic institutions working in the areas of climate justice, housing justice, and criminal

justice reform to ideate and develop arts-based interventions that advance their work.

DATA

- Neighborhood Nexus continues build out the microsite which will be workshopped with resident partners as part of a greater data literacy and outreach initiative.
- TFA and Southface continue to expand and utilize the Equity Evaluator tool, intended to score the equity value a development brings to a neighborhood. It has been implemented in evaluating 3 MARTA RFP's proposal processes and is being considered by Invest Atlanta and other development partners for use. TFA data partners are coming together to evolve the tool for future use.

COMMUNICATIONS

- The Transformation Alliance monthly newsletter has seen great success in readership as they authentically vocalize the challenges and opportunities in the region and highlight the progress and partnerships of the collaborative.

CROSS-SITE COLLABORATION

- Members of TFA, including Southface, WonderRoot and the West Atlanta Watershed Alliance (WAWA), are proposing to build upon the existing partnership for the Enterprise Climate and Cultural Resilience (C&CR) project to build a second iteration of C&CR focused on in-depth training and green infrastructure implementation known as "C&CR 2.0". C&CR 2.0 would operate for 18 months, from 2019-2020, it is envisioned as a "mini-cohort" between Atlanta partners and organizations in Chicago, the Center for Neighborhood Technology (CNT) and Elevated Chicago, who have also participated in the first iteration of C&CR and are leading the SPARCC Chicago initiative. The Atlanta Team will provide training in green infrastructure (GI) installation, operations and maintenance, supporting the local resident implementation of GI projects (rain gardens, bioswales, etc.) in the Utoy Creek Watershed (Lee St. corridor area) with an arts/culture lens to imbed cultural identity, beauty and history in the projects. We are seeking to mitigate urban flooding as a result of watershed impairments, impervious surface coverage, poor land use policies, and lack of public investment in storm water management, and the resulting effects of trauma/stress, displacement and cultural erosion in the area.
- The Atlanta Regional Collaborative for Health Improvement (ARCHI) and the Bay Area Regional Health Inequities Initiative (BARHII) are collaborating to develop replicable models for increasing capital investments by healthcare institutions to meet communities' health needs at the lowest possible cost.
- TFA supported Memphis' collaborative table in developing a governance model and structure, and continues to provide peer support as a Southern site.

3 LENSES

How the 3 lenses are being integrated in their work

- TFA is influencing the region to prioritize advancing racial equity. The Mayor has created an Office of Diversity, Equity, and Inclusion, and TFA has recommended them to join the Government Alliance on Race and Equity. TFA has also added several new members because they are naming racial equity as a core part of their work.
- The 2018 work to create a Resilience Plan synthesizes 2017's research phases and sets up community engagement around the climate and health findings and will also inform the online micro-site Neighborhood Nexus is creating for TFA and the neighborhoods in the SPARCC geography.

- To address health inequities caused by social determinants of health, the Bay Area Regional Health Inequities Initiative (BARHII) and the Atlanta Regional Collaborative for Health Improvement (ARCHI) are collaborating to develop replicable models for increasing capital investments by healthcare institutions to meet communities' health needs at the lowest possible cost. The cross-geographic team will design and implement small-scale, low-risk demonstration projects to determine the most effective approach for health system engagement.