

Atlanta BeltLine Project

Introduction:

The Atlanta BeltLine is a \$2.8 billion dollar project that will connect 45 of Atlanta's neighborhoods via trails, transit, and parks to create livable work/leisure neighborhoods. Over the next 25 years it promises to create 30,000 jobs. To succeed, this project cannot simply attract residents and employers to the BeltLine area; it must match the geographic location of potential employees and employers to minimize work commutes, create a sense of community, and provide an integrated approach to sustainable development.

Each area of the Beltline has its own unique assets that can be leveraged to meet the goals of this project. The southern BeltLine corridors have several potentially productive industrial districts, which currently need to be socially and economically revitalized. The northern corridors are attractive districts for office and health care based employers. Piedmont Hospital, the largest employer on the Beltline, currently resides in this corridor. The eastern and western corridors have quickly expanding residential areas with enormous potential for juxtaposition with emerging small businesses.

Objectives:

- To develop a comprehensive strategy and business plan that will attract and meet the needs of current and potential businesses and residents along the BeltLine in order to promote a sustainable live-work-play community.
- To address how community organizations, along with private and public sectors can collaborate to fill jobs along the BeltLine with residents who live within the proximity of the BeltLine corridor.

Period of Performance: 9/7/2010 – 12/3/2010

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Anticipated Outcome:

The final plan will include an effective and sustainable process that will allow potential employers to source their workforce needs with residents that reside within the Atlanta BeltLine corridor. We will attempt to make our solution comprehensive, yet flexible to adjust to specific geographic and demographic segments. A proposition for governance of this process will also be included.

Project Phases:

1. **Organization phase:** Understand client's objectives, define the scope of the project, and prepare a framework for plan of action.
 - a. Initial exploratory research completed
 - i. Completed BeltLine Tour
 - ii. Reviewed all documents provided by the client
 - iii. Read or scanned additional documents for examples of other workforce development initiatives
 1. Chicago
 2. Step Up Savannah
 3. Charlotte
 4. Portland
 - iv. Began hypothesizing and brainstorming what this solution could potentially look like
 1. Small business hubs along the BeltLine
 2. Central agency for governance and facilitation
 3. Live/Work incentives
2. **Descriptive phase:** Identify the issues by approaching the problem from multiple directions. A part of this phase will be to survey stakeholders, identify existing gaps and align survey findings with the goals of the Redevelopment Plan.
 - a. Understand how companies on the Beltline currently source their employment needs and map this visual "process".
 - b. Survey Beltline employers to understand what the breakdowns are with the current process that prevent them from meeting their specific employment goals
 - c. Clearly identify the "points of pain" in the hiring and retention process of the private sector employers along the Beltline
 - d. Identify a job placement process that allow these businesses be more profitable and address the current employment sourcing issues and needs
 - e. Explore potential partnerships with stakeholders that would be beneficial in meeting employers' specific needs (i.e. Atlanta Beltline Chamber of Commerce, Inman Park Neighborhood Association, etc.)
3. **Breakthrough phase:** Select key issues and areas of improvement as gleaned from the survey and find ways to make them better through technology, services, and new concepts. We will focus on solutions that are practical yet give employers the necessary incentives to participate
4. **Implementation phase:** Define our solution and present it to Atlanta BeltLine Employment Advisory Group. This solution will be feasible given the evolution of the

BeltLine project and its resource constraints. It will also address unique needs across multiple sectors and income levels.

- a. Outline job placement process
 - i. Dictate process governance
 - ii. Identify tools and resources needed
- b. Define opportunities for attracting residents and employers
- c. Propose specific public/private partnerships for process implementation

Project	Task	Goals
1. Organization phase <i>Estimated time: 3 weeks</i>	Interview client, conduct research, and identify key stakeholders	Understand client priorities and preferences and structure of the Atlanta BeltLine.
	Prepare project summary	Document our understanding of the project and how we plan on addressing the issues at hand.
	Clarify priorities/preferences and finalize outline	Ensure our understanding of the project is in line with the client.
2. Descriptive phase <i>Estimated Time: 4 – 6 weeks</i>	Interview stakeholders <ul style="list-style-type: none"> a. Employers b. Residents c. Community Organizations d. Educational Institutions e. Non-profit organizations 	Identify and understand key stakeholder concerns and needs.
	Document findings	Condense survey findings and rate issues in order of importance.
3. Breakthrough phase <i>Estimated Time: 2 – 3 weeks</i>	Address key issues	Outline possible solutions and costs for implementing the solutions. i.e., creation of job agency aligned with Atlanta BeltLine, website, etc.
4. Implementation phase <i>Estimated Time: 2 weeks</i>	Prepare a final deliverable	Develop a tailored solution to the key issues identified and how describe cost structure, parties involved, and the actions necessary to operationalize.
	Present our findings to Board	Influence key decision makers.