

BOWEN CHOICE NEIGHBORHOOD

Transformation Plan

An Atlanta Housing Initiative

SUBMITTED DECEMBER 2022

FINAL DRAFT - PENDING HUD REVIEW



CHOICE
ATLANTA

SPOTLIGHT

DEDICATION TO MRS. MILDRED DERRICOTT DUKES GRANT

It is our honor and privilege to dedicate the Bowen Choice Neighborhood Transformation Plan to the legacy of Mrs. Mildred Derricott Dukes Grant.

Mrs. Grant was among the first residents welcomed to the new Bowen Homes development when it opened in 1964. Together with her husband, Rocky Ford Grant, Sr., she raised eight children at Bowen, several of whom are prominent Atlanta professionals.

At Bowen, Mrs. Grant was known as the community gatekeeper, who “served the Bowen Homes community faithfully and with great distinction,” as noted on the city proclamation dedicated to her memory on November 4, 2022. Famous for her sweet potato pies, Mrs. Grant hosted neighbors, organized important celebrations, kept a watchful eye, and protected her community, until Bowen was demolished in 2009.

Mrs. Grant’s daughters, Dr. Rezenia Grant Wilson and Freda Grant Norah, and her son, Rocky Ford Grant, Jr., have worked persistently throughout Atlanta Housing’s planning process on her behalf, to ensure the revitalization of Bowen will serve their mother’s memory by lifting children to their highest potential and fostering a safe and loving community that is welcoming to all. We are grateful for their participation and inspired by their commitment.



ACKNOWLEDGMENTS

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

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Georgia State Transportation Commissioner Stacey Key, 5th District

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- Mayor’s Office
- Department of City Planning
- Department of Parks and Recreation
- Department of Transportation
- Department of Watershed Management

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Atlanta Police Athletic League

Atlanta Public Schools

Bellwood Homes

Boys and Girls Clubs of Metro Atlanta

Center for Hard to Recycle Materials

Communities in Schools

Emory University

Families First

Fulton Atlanta Community Action Authority

Georgia Conservancy

Georgia Department of Transportation

Georgia Power

Georgia Tech CEISMC

Goodwill of North Georgia

Grady Health Systems

Groundwork Atlanta

Grove Park Foundation

Living Playgrounds

LongLine Holdings

MARTA

Morehouse School of Medicine

Neighborhood Planning Unit G

Northwest Business Association

Playlark

Quality Care for Children

Southface Institute

Springfield Missionary Baptist Church

TechBridge

Technology Association of GA Foundation

The Trust for Public Land

United Way of Greater Atlanta

Urban Oasis Development

Westside Future Fund

Westside Works Powered by CareerRise

CONSULTANTS

- Gaskins Surveying
- KB Advisory Group
- Kimley-Horn
- STEPS Economics
- Sycamore Consulting, Inc.
- TSW
- United Consulting



WITH GRATITUDE

We would like to give special recognition to the former residents of Bowen Homes, in particular those who tirelessly served on the monthly Resident Advisory Committee meeting, without whom none of this work would be envisioned or possible.

Atlanta Housing would like to thank its partners, stakeholders, the former residents of Bowen Homes, and the entire Bowen Choice Neighborhood community, particularly the leadership of Neighborhood Planning Unit-G who have supported the initiative from the start through honest, open conversation and insights without which, this Transformation Plan would not be possible.

A special thank you to Atlanta Public Schools, the John Lewis Invictus Academy, and the Springfield Missionary Baptist Church for graciously allowing the use of their facilities for a variety of planning events, particularly under Covid-19 challenges.

A special thank you to the U.S. Department of Housing and Urban Development (HUD) for funding this vital planning effort through an FY2020 Choice Neighborhoods Planning Grant. We appreciate their guidance.

A very special thank you to the many AH staff members who volunteered and supported the Bowen Choice Neighborhood initiative, particularly Eugene E. Jones, Jr., President, and CEO of Atlanta Housing, whose leadership and vision enables this work every day.

Thank you to the residents of the Bowen Choice Neighborhood!



BOWEN CHOICE NEIGHBORHOOD STEERING COMMITTEE

We are so grateful for the following members of the Bowen Choice Steering Committee for their tireless dedication, monthly meetings on Saturdays, and their commitment to a new vision for Bowen. We are excited about continuing to work with them and their organizations.

Semira Ajani, Invest Atlanta

Mikita Browning, Commissioner, Dept of Watershed Management

LaChandra Burks, City of Atlanta

Robbie Burr, community resident, NPU-G

Rev. Arthur, Carson, Pastor, Springfield Missionary Baptist Church

Katrina DeBerry, Community Foundation of Greater Atlanta

Joel Dixon, Urban Oasis Development

Debra Edelson, Grove Park Foundation

Rezenia Grant Wilson, former Bowen Resident

Natalie Hall, Commissioner, Fulton County

Sandra Harris Hooker, Morehouse School of Medicine

Dustin Hillis, Councilmember, District 7

Larry Hoskins, Atlanta Public Schools

Josh Humphries, City of Atlanta, Planning

Latesha Isbell, Georgia Power

Brendolyn Jones, former Bowen resident

Nikki McClain, Boys & Girls Club

Gavin McGuire, Grove Park Foundation

Erika Mitchell, Atlanta Board of Education

Katherine Moore, Georgia Conservancy

Harold Morton, community resident

Wesley Myrick, City of Atlanta, FUSE fellow

Marlena Norris, local business owner

Ola Reynolds, community resident

Keith Sharpe, community resident, local business

Gordon Smith, Longline Holdings

Tameka Ward, former Bowen Resident

Aaron Weiner, City of Atlanta Parks & Recreation

Matt Westmoreland, Councilmember, At Large

Jay Wozniak, The Trust for Public Land

Chanel Zeisel, City of Atlanta, Dept of City Planning



FROM THE DESK OF THE PRESIDENT & CEO

On behalf of Atlanta Housing (AH) and our partners, it brings me great pride to present this Neighborhood Transformation Plan for the former Bowen Homes site located on Atlanta’s Westside. This comprehensive proposal outlines the vision and strategies to revitalize what we refer to as the Bowen Choice Neighborhood. This proposal also includes the Bowen site within the Brookwood Heights community, the surrounding neighborhoods of Carey Park and Almond Park, and a portion of Donald Lee Hollowell, Bankhead and James Jackson Parkway. As Atlanta continues to grow at record speed while facing an unprecedented affordable housing crisis, the Bowen Choice Neighborhood Transformation Plan presents a vital opportunity for Atlanta Housing to continue its critical mission to provide Atlantans with quality, affordable housing in an amenity-rich, healthy mixed-income community in the city of Atlanta.

With the award of a \$450,000 Choice Neighborhoods Planning Grant in 2020, Atlanta Housing has engaged with the former Bowen residents, community residents and local businesses as well as the City of Atlanta, Invest Atlanta, MARTA, GDOT, and numerous mission-aligned public and private organizations to develop a thorough plan to transform a long-neglected area of Atlanta. This Neighborhood Transformation Plan is the result many partnering conversations and the collective vision.

The development concept will transform the Bowen Choice Neighborhood. With 2,000 mixed-income rental and for-sale homes, we will observe a neglected and vacant site, conceptualize into a thriving mixed-income and mixed-use community. This plan will reshare the surrounding neighborhoods by attracting new investments and become a

change agent of inclusivity for legacy residents and businesses. We are sure to attract a new group of people and investors who will become equally passionate about living in Westside Atlanta. By focusing on people, housing, neighborhood, and collaboration, we are confident that this collective concept and the endeavors outlined in the Bowen Choice Neighborhood Plan will stimulate true neighborhood transformation.

Atlanta Mayor Andre Dickens is fond of saying Atlanta is a group project where the public, private, and non-profit sectors come together to dream big with transformative plans that can be executed with deliberation. We couldn’t agree more, and we are thrilled at the opportunity through this plan to bring together a diverse, energized, like-minded group that is excited about the future of Atlanta and what Bowen will contribute to it.

In closing, this work would not have been possible without the tireless efforts of our planning partners, community stakeholders, former Bowen residents, and the AH staff who were committed to ensuring that we deliver an inclusive, transformational, and executable plan. We invite you to join us as we aim, through this journey of discovery, to open yet another door to equitable housing and healthy communities for all.

Sincerely,



EUGENE JONES,
PRESIDENT & CEO

TABLE OF CONTENTS

01	EXECUTIVE SUMMARY	09
	CONTEXT	23
	A. Context	24
	B. History	26
	C. Natural Resources	33
	D. Environmental Conditions	34
	E. Built Environment	35
	F. Amenities	40
	G. Connectivity	40
	H. Education	42
03	ENGAGEMENT	45
	A. Approach	46
	B. Process and Framework	47
	C. Community Responses	48
	D. Summary of Community Engagement Responses	50
04	VISION	53
	A. Introduction	54
	B. Guiding Principles	54
	C. Regeneration	55
	D. A Vision for the Bowen Choice Neighborhood	56
	E. Bowen Choice Neighborhood Goals	56

TABLE OF CONTENTS

05

PEOPLE

59

A. Context60

B. Vision64

C. People Goal64

D. People Objectives and Strategies64

06

NEIGHBORHOOD

77

A. Context78

B. Neighborhood Vision87

C. Neighborhood Objectives and Strategies87

D. Proposed Critical Community Improvements87

07

HOUSING

109

A. Vision110

B. Resident and Community Input110

C. The Housing Market112

D. The Bowen Site Design framework115

E. The Bowen Site Plan120

F. The Bowen Housing Program125

G. Bowen Housing Plan Goal129

H. Housing Goals and Objectives129

08

IMPLEMENTATION

139

A. The Implementation Schedule140

B. Financial model141

C. Continuing the planning efforts142

09

APPENDIX

Attached under seperate cover

Bowen Former Resident Needs Assessment Review

Bowen Community Needs Assessment Overview

Focus Group Feedback

Watkins Park Feedback

Oral History overview

NPU-G Master plan

Atlanta City Design

Innovation Hub overview

LEED-CD Score card

City of Atlanta: Atlanta Housing + Neighborhood Strategy

KB Associates Market Study

An aerial photograph of a suburban neighborhood, featuring a mix of green trees and residential buildings. A semi-transparent blue overlay covers the entire image. In the center-right, the text '01 EXECUTIVE SUMMARY' is displayed in a large, bold, sans-serif font. The number '01' is green, while the words 'EXECUTIVE' and 'SUMMARY' are white.

01 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The mythological bird, the phoenix, is the City of Atlanta's official symbol for its remarkable history of rising from the ashes of turmoil and change to become a thriving international city and birthplace of the Civil Rights movement. Like the city itself, the 74-acre former Bowen Homes public housing site is ready to rise again with a new vision to restore this community and transform adjacent neighborhoods. An established vision by the community through a previous neighborhood planning effort sparked engagement within the community and former residents of Bowen Homes. In a recent two year planning process funded through the award of a Choice Neighborhoods Planning Grant ("CNPG") from HUD to Atlanta Housing ("AH"), a Neighborhood Transformation Plan ("NTP") was developed. Based on this input and sound planning principles and analysis, the Bowen Choice NTP provides a comprehensive blueprint for redevelopment of the vacant Bowen site, transformation of the surrounding neighborhood and provision of amenities with quality health, education and economic opportunities to create a healthy and economically viable community.

The new development will offer quality housing and new opportunities that will encourage former Bowen Homes residents to return to the site that was vacated and demolished in 2009. This will also lift up existing community residents in adjacent neighborhoods with new community enhancements, and encourage new residents

to select this revitalized community as home as well as catalyzing new investments that will transform the surrounding neighborhood into a healthy and inviting place to live.

HUD launched its Choice Neighborhood ("CN") program in 2009 as a successor to its HOPE VI program, as part of HUD's efforts to revitalize severely distressed public housing through large-scale redevelopment efforts based on three core goals.

1. **Housing:** Replace severely distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;
2. **People:** Improve outcomes of households living in the target housing related to income and employment, health, and education; and
3. **Neighborhood:** Create the conditions necessary for public and private investment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

The intended outcome of the HUD CN Program is to create an implementable plan that is holistic and comprehensive, whose elements work together in synergy rather than singularly thereby transforming the housing, neighborhood and people.

In 2019, Atlanta Housing proposed the site of

the former Bowen Homes for consideration as a Choice Neighborhood Planning Grant ("CNPG"), a decision which was also informed by Atlanta Housing's experience delivering on the University Homes Choice Neighborhood Planning Grant (completed) and Implementation Grant. In December 2020, HUD awarded \$450,000 in CNPG funding to AH to engage in a two-year master planning process, complete with what HUD terms as an Early Action Project designed to provide positive and impactful changes for the community during the planning process, to ultimately produce the Bowen Choice NTP.

This Bowen Choice NTP will provide the

framework and blueprint for change – based on a process of engagement and community outreach, design and data gathering, partnership building and collaborating – to establish the goals, objectives, strategies and actions anticipated to transform Bowen Homes and the surrounding neighborhoods over the next eight to twelve years.



Former Bowen Residents and Atlanta Housing staff invite the community to participate in the planning process.

B .The Bowen Choice Neighborhood location

The former Bowen Homes public housing site is located in what was once an isolated area of northwest Atlanta. Although disinvested, the west side is now growing in population and investment as development moves westward from the urban core. The area is located one mile from Interstate 285 providing access to job centers at the airport (15 miles away) and within surrounding suburban counties – as well as approximately 6 miles from Georgia Tech and the Historically Black Colleges and Universities, Mercedes Benz Stadium (home to Atlanta Falcons), State Farm Arena (home to Atlanta Hawks) and the downtown business district.

The BCN is in Atlanta’s City Council District 9, Neighborhood Planning Unit G (“NPU-G”), northwest of downtown Atlanta. The current Council Member from District 9 is Dustin Hillis who has been deeply involved in the Bowen CN planning process, helping to guide the vision, strategies and goals. The neighborhood-based citizen advisory councils (“NPUs”) issue recommendations to the Mayor and City Council on zoning, land use, and other planning matters that impact their neighborhood.

The 74-acre Bowen site once included 650 multifamily rental public housing units in 101 buildings with an on-site Community Center and Day Care Center and was adjacent to a public elementary school (A.D. Williams Elementary now vacant), a public library branch (now closed), a recreation center and a park. The Bowen site is located in the Brookview Heights neighborhood which is primarily commercial with very limited residential outside of the Bowen site.

The site itself is bounded by two state roads that are commercial corridors which are commuter connections between Cobb County and downtown Atlanta. The Bowen site is bounded by Donald Lee Hollowell Parkway (“DLH”) on its southern boundary and James Jackson Parkway (“JJP”) on its eastern border. DLH is the primary east-west corridor for large truck deliveries to businesses in the city. DLH is a largely blighted and disinvested commercial road on both sides, while JJP is primarily residential. The two roads intersect 2.5 miles south of the Bowen site forming a blighted and disinvested retail node. To the north of the site are a vacant elementary school and an underutilized recreation center and park, along with a forested area. A.D. Williams Creek traverses the northern area and connects to the north with Proctor Creek Greenway and the future Westside trail system. The site is bounded by Field Road to the west and a large undeveloped site that includes environmental contamination. On the other side of Field Road is a large landfill and auto junk yard.

The isolated Bowen site does not immediately abut DLH but is separated by vacant and dilapidated commercial structures. There is an entry road into the site from DLH and from Field Road to DLH. There is no entry access from JJP nor are there any connection points into any of the surrounding neighborhoods.

The neighborhoods that surround Bowen Homes include the following:

- 1. West: Separated by Field Road, the immediate neighborhood is Brookview Heights, largely commercial with limited residential;
- 2. Northeast: Monroe Heights, largely suburban residential; some commercial;
- 3. North: Part of Brookview Heights, includes A.D. Williams Rec Center and Park, and vacant A.D. Williams School, as well as forested private land, traversed by A.D. Williams Creek;
- 4. East: Separated by the James Jackson Parkway, includes the largely blighted Carey Park neighborhood and a portion of the Almond Park neighborhood to the Terrell Creek;
- 5. South: Vacant commercial parcels immediately abut the site and DLH Parkway with the Historic Collier Heights neighborhood on the opposite side of DLH.

The boundaries of the BCN were drawn based on site and topographical considerations, roads, and the most immediate neighborhoods where change could be impactful given the magnitude of the overall blight. The transformation of these areas would serve as a catalyst to attract neighborhood growth and investment as a ripple effect outward. The Bowen Choice Neighborhood boundaries were drawn to the north of the Bowen Homes site to incorporate the vacant and underutilized elementary, recreation and greenspace areas; to the east, the Carey Park neighborhood and a portion of Almond Park to the Terrell Creek following JJP to DLH; to the south, following DLH on the northern side of road (including the retail node of JJP and DLH) to Field Road and the vacant parcel to the west. The 500 acres encompass what is known as the Bowen Choice Neighborhood (“BCN”).



D. History of Bowen Homes and the Surrounding Area

The urban renewal practice by cities encouraged economic development by demolishing low-income neighborhoods, relocating the residents and building new civic and commercial structures. In Atlanta, one such example is the Buttermilk Bottom neighborhood once a vibrant African American community located in the heart of downtown Atlanta's Old Fourth Ward. The area lacked basic water and sewer services due to limited city investment. In the 1960s as the City looked to redefine its downtown with an International Civic Center, City officials and planners decided Buttermilk Bottom was a prime location and moved forward to relocate the residents, demolished the structures and build the new facility in its place. The site chosen as a new home and community for the residents was the suburban Bowen site, located in the northwest area of Atlanta, in an area that lacked basic services, transportation and general amenities that continues to this day. Dislocation to a site that was miles away from the residents' social and economic base, set the stage for the troubles that would eventually fall on Bowen due to isolation and lack of opportunity for upward mobility.

The overall site plan eliminated neighborhood connections and in fact James Jackson Parkway was built to act as a racial barrier from the surrounding community. Thus, while the overall master plan uniquely included a public school and library as well as an on-site daycare center, the residents of the property were largely isolated from the surrounding neighborhood. This created a pocket of concentrated poverty where residents were locked out of opportunities with limited access to quality educational, health and employment resources. Yet despite the adversities that were faced, or maybe because of those adversities, strong bonds were forged among the family members with a real sense of shared community.

Over time, the site fell further and further into physical decline given the isolation and with increasing violent crime. The neighborhood which was, also experienced a decline, lacking growth and investment due to the proximity to the distressed Bowen Homes. Many homes in Carey Park were abandoned and sold to investors for land banking for future redevelopment – further creating a picture of blight and disinvestment. Environmental degradation took place from dumping, both legally in the multiple landfills in the general area and illegally on acres of vacant land throughout the neighborhood. Donald Lee Hollowell became a transportation corridor linking suburban residents from neighboring counties with direct and speedy access to downtown Atlanta jobs that were generally not available to Bowen residents. The corridor lacked quality commercial businesses, services and amenities that would invite a commuter to stop along the way, as it does to this day.

In 2008, HUD approved the demolition of the property due to the severity of the physical condition and the families with mobile housing choice vouchers (Section 8). The property was torn down in 2009. Today the former Bowen Homes site remains vacant and the immediate neighborhood residential and commercial buildings are blighted and disinvested

E. Planning Process: Community Engagement to Goals

Into this context, the former Bowen residents, community members, partners and stakeholders (the “BCN Community”) came together in 2020 to begin the planning process under the leadership of the Atlanta Housing team with strong support from the City of Atlanta and its economic development agency, Invest Atlanta. Planning, engineering, market and community experts provided the data, due diligence and analysis to the BCN Community to better understand

the opportunities and constraints, and the community assets. Armed with this information they participated in the process and provide a vision, strategies and goals to guide the transformation into the future. The CN Community sought to build on what had already been planned and understand the impacts of the history of the Bowen site and area as well as local site and neighborhood physical conditions that would inform the redevelopment. A key requirement was to create a plan that could be implemented at the end of the planning process and would not be put on a shelf for study – so the focus would be on developing an immediately implementable site plan, selecting a developer and identifying funding. By 2022, a final collaborative and comprehensive NTP was in place, guided by the thoughtful and intentional work of the CN Community.

Despite the fact that the effort took place during the height of the national COVID lockdown, the AH staff, City of Atlanta and Invest Atlanta staff and consultants (the “CN Team”) hosted over 65 community meetings, focus group sessions, and two design charrettes, held individual conversations, and offered web-based and telephone surveys to solicit and encourage input, along with in-person meetings beginning in late 2021 and 2022. A website (www.engageatlanta.com/Bowen) was established to share information and ensure transparency.

Along with the community engagement, the CN Team surveyed community plans in and around Atlanta's westside to learn what might impact the Bowen redevelopment and how that redevelopment might best fulfill the collective vision. Certain guiding principles emerged that linked the prior plans such as the NPU-G Framework Plan along with the recommendations of the CN Community. The Bowen NTP thus established three key guiding principles adopted from prior planning and adding a fourth to honor the memory of place given Bowen's renown in the city.



Bowen Choice NTP Four Guiding Principles

- 1. Equitable Housing:** Prioritize long-term housing affordability and sustainability.
- 2. Connectivity:** Increase the site's connection to the areas around it.
- 3. Environmental Conservation and Justice:** Restore and preserve the neighborhood's greatest asset, its natural environment.
- 4. Memory of Place:** Include and honor the history and the former residents' memory of place.

The Bowen Choice NTP has drawn on these principles to inform goals, objectives, strategies, and actions to support the redevelopment of the former Bowen Homes site (CN Housing Plan) and surrounding neighborhood (the CN Neighborhood Plan), connect with programs and partners to offer the former Bowen residents and the community with access to educational, health and employment opportunities (the CN People Plan).



E. Vision of the Bowen Choice NTP

Bowen Homes holds a momentous place in the history of west Atlanta, public housing, Black art and culture, and the personal histories and lived experiences of the thousands of former residents who built their lives at Bowen Homes. From Reverend A.D. Williams, who spent his life fighting against racism and injustice, to the association with WEB Dubois' Gate City Daycare Association, to Bowen Homes' role in rap and hip-hop culture, this site is deserving of an authentic future, guided by people with historical ties to the site.

It is clear that the plan to redevelop Bowen Homes must pay homage to that history and culture and respond to the surrounding context in which it was built, while reconnecting to the neighboring Carey Park and the locally owned businesses along Donald Lee Holloway and James Jackson Parkways. This must be more than repair or restoration; it must be regeneration, growing from the past to build a more fantastic future and network of connections.

Vision Statement:

In the future, Bowen Choice Neighborhood is transformed from a neglected and environmentally stressed part of Atlanta into a place where natural, social and economic regeneration can occur through intentional development and public investment.

This vision will be well founded as innovative opportunities emerge with the city designation of DLH Parkway as a key transformation corridor for future growth. Bowen will become the westside gateway growth node that will welcome residents and visitors, employees and employers to Atlanta from the suburbs to the west along a newly imagined DLH corridor linking Interstate 285 to downtown Atlanta. The Bowen site itself is large and once ignited, its development will be catalytic to the immediate neighborhood transformation and reverberate throughout the westside.

F. Program Goals

Following the basic CN framework outlined previously, the vision informs goal statements fixed on three core areas of focus for regeneration: Former Bowen Residents (Bowen CN People), equitable housing development on the Bowen site (Bowen CN Housing) and neighborhood transformation (Bowen CN Neighborhood). As "People" serve as the building block and inspiration for the BCNPG, they are placed as the first component of the Bowen Choice NPG. The goals provided here build from the Guiding Principles and seek to connect former resident hopes and aspirations to a larger community vision, stakeholder resources and expertise - with a common intention of better outcomes for all.

1. PEOPLE

Provide access to information, programs, and services that support improved health, education, and economic outcomes and empowerment for former Bowen residents.



Atlanta Housing has a long history of assisting its residents towards self-sufficiency and stability. AH will leverage its partnerships and networks, knowledge and expertise in human development services, and its passion for service, to support the highest aspirations of the former Bowen residents, in the areas of health, education, income and employment with center of innovation to advance opportunity.

Partners identified through the Bowen CN planning process to support this goal include Morehouse School of Medicine, the United Way, Goodwill, the Urban League and other organizations dedicated to improving the lives of Atlantans.

2. NEIGHBORHOOD

Transform the Bowen Choice Neighborhood into a hallmark of equitable residential and commercial development, turning patterns of abandonment and neglect into opportunity.

AH will collaborate with existing and new partners who have bought into the broader vision and work together to rebuild the area's residential, economic and civic infrastructure with environmental reclamation and greenspace restoration as a foundation for future growth, in ways that will entice new housing to its neighborhoods, transportation, jobs and economic opportunity to its main streets. In addition to physical change, provide program and opportunity to improve the health, education and economic outcomes and empowerment for CN residents.

Over the last two years, the Carey Park neighborhood has begun to experience a resurgence of interest by local developers and investors who are bringing new housing and new residents into the neighborhood. AH will work closely with those partners to encourage investment while carefully watching for signs of displacement; to support local businesses to stabilize and diversify; to create and improve access to parks and trails that helped so many families get through the recent pandemic, and to work with local law enforcement to keep the area safe.

3. HOUSING

Build innovative and sustainable mixed-income housing on the Bowen site that is connected and responsive to the needs of the former Bowen Residents who chose to return, new residents who choose to live at the revitalized site, and the greater Choice Neighborhood community.

In a state of increasingly competitive resources, AH will create innovative, affordable, and sustainable housing, bringing together a wide variety of stakeholders, resources and expertise to create a vibrant community with diverse housing types and incomes that is thoroughly connected to and embraced by the surrounding neighborhoods.

With its procured housing development team that includes The Benoit Group (“TBG”) and McCormack Baron Salazar (“MBS”), AH anticipates building 2,000 units of mixed-income, mixed-use rental and for-sale housing on the site for over the next 8 – 12 years

H. Implementation Strategies and Actions

The Bowen CN Guiding Principles, Vision and Goals are the framework for the development of focused strategies and an implementation action plan. While details are provided in subsequent chapters of this document, the following strategies and actions are the roadmap to implementation and transformation, working within each of the component areas and linking them together to achieve true transformation. Strategies connect and overlap, reflecting the continuum of needs and opportunities as people grow and excel, the site is redeveloped and the neighborhood transformed.

1. PEOPLE

The former Bowen residents now live throughout the city, and cited similar challenges that informed the strategies in the Bowen Choice NTP. The activities and efforts within the strategies build connections and access to information in three areas, namely education, health access and job readiness and workforce development. Actions include implementing early education supports such as tutoring and mentoring, college prep and career readiness for high school and college grads.

Lack of access to health facilities and healthcare can be mitigated by collaborating with health services partners like Morehouse School of Medicine and Grady Health Systems to provide onsite health care, nutrition and fitness classes, and mental health support.



Workforce development will focus on job readiness like interview skills and networking, but also on entrepreneurship, including existing businesses in the area. Actions include partnering with workforce development agencies to get pipelines to jobs in demand such as those in tech, finance and logistics. Small business support includes growing businesses through supply chain bidding and developing incubator space.

2. NEIGHBORHOOD

The Neighborhood Strategies focus on five major themes: Infill Housing, Natural Resources, Environmental Health, Mobility & Access, and Economic Development.

AH has partnered with several home builders working in the area as they seek to create new affordable homeownership opportunities in and around the Bowen Choice Neighborhood. These will play an important role in delivering on a wide range of housing opportunities as interest in the area rises, and help slow the pace of gentrification, which can very quickly render a neighborhood inaccessible, and hasten losses in local culture and history.

The area’s abundant resources will be tackled with a two-pronged approach of reclamation and remediation. With expertise and support of private and public partners, contaminated sites will be cleaned and repurposed as parks, walking trails, exercise trails, or simply wild spaces to stabilize the city’s tree canopy and air quality.

Mobility and accessibility strategies refer to actions that will make local public transit and road systems safer and more convenient and bring other transit options to the area that will connect residents to services, jobs, grocery stores and schools.

Public safety is a key concern, and includes better lighting, neighborhood partnerships with local police, and strategically located cameras.

Economic development strategies primarily address the underdeveloped retail and commercial spaces along DLH and JJP. These strategies will target growth and development of existing businesses that serve the needs of the Bowen Choice Neighborhood (such as grocery stores), facilitate new business growth and employment along the main corridors and expand training and business opportunities in innovative growth sectors such as the green and tech sectors.

3. HOUSING

The most important strategy of the plan is the intention to deliver 2000 units of mixed-income mixed-use housing on the site over the next eight to twelve years. This will require the financial investment and expertise of numerous partners and stakeholders in the short term to deliver urgently needed housing quickly, as well as over the long term, with a cohesive and sound vision. Housing Strategies focus on the four guiding principles of Equitable Development, Enhanced Connectivity, Environmental Stewardship and Memory of Place. Guided by The Atlanta City Design and the 2021 NPU-G Master Plan, the BCN NTP housing plan will seek appropriate density and growth on the site, including rental and homeownership opportunities, commercial uses, integrated open space, green space, recreational areas, adequate parking, and accessibility.

AH will leverage its relationships with partners and investor stakeholders to create an innovation hub on the west side of equitable and sustainable economic growth. The street plan will reconnect the Bowen redevelopment to its surroundings and ensure a high degree of internal and external connectivity, including cars, people, bikes and buses. The housing plan will build off the abundant green space to create beautiful, efficient, climate resilient housing that will be clean, affordable and healthy for residents who have all too often borne the brunt of pollution and dumping.

A special strategy focuses on memory of place – documenting and creating physical spaces dedicated to the long legacy of Bowen Homes, in the form of street names, plazas, pictures, artwork, parks and performance areas, including opportunities to listen and record stories that pay tribute to the remarkable history of Bowen and its impact on the west side and the world.



The ten-year development site plan includes all kinds of housing types and sizes, green space, connection to other neighborhoods, and retail areas to help local and new businesses better grow and serve the community.

I. Conclusion

The Bowen planning process has created momentum, formed partnerships, and engaged community members and former Bowen Homes' residents creating the CN Community. This involvement has generated a sense of excitement and urgency in the Atlanta community for transformation but more importantly, a sense that the time has come for change and it can be achieved with an actionable path forward that will benefit former Bowen Residents, neighborhood stakeholders, and the Atlanta community at large.

As will be revealed in the Bowen Neighborhood Transformation Plan, the transformation of the Bowen Choice

Neighborhood begins with housing and the redevelopment of the Bowen site that will provide the catalyst to attract new investment to the neighborhood.

There is a robust and holistic plan to create a healthy community by addressing the neighborhood residential and commercial blight, environmental hazards, lack of access to healthy foods and lack of economic vitality with economic development strategies and investments that will bring new services, retail options and jobs in the revitalized community. The former residents of Bowen Homes who return to the site, the current resident of the Bowen CN area, new residents and businesses will be afforded innovative programs, funding and access to partners that will improve their health, economic and educational outcomes. The transformation of the Bowen site, the Bowen Choice Neighborhood and its residents comes about from holistic strategies that work together and intersect in the strategies of the Housing, Neighborhood and People Plans implemented by the many partners who are committed to the hard work and investments needed for success.

Like the Phoenix, the Bowen Choice Neighborhood will rise again. Despite a history of broken promises, Bowen was ultimately a community of residents who looked after each other, enjoyed each other's company and found strength and comfort in their shared experiences. The transformation of Bowen, through the combined and concerted efforts of residents, partners and stakeholders will build back a truly transformed Bowen, stronger and more beautiful than ever!



02 CONTEXT

- HISTORY
- NATURAL RESOURCES
- ENVIRONMENTAL CONDITIONS
- BUILT ENVIRONMENT
- AMENITIES
- CONNECTIVITY
- EDUCATION

CONTEXT

The 500 acres defined by the 74-acre Bowen site, the Carey Park neighborhood, a portion of Almond Park and Brookview Heights, and parts of the James Jackson Parkway (JJP) and Donald Lee Hollowell Parkways (“DLH Parkway”) business corridor are collectively known as the Bowen Choice Neighborhood or “BCN.”

Through the community engagement process as part of the Bowen Choice Neighborhood Planning Grant, the analysis of opportunities and constraints presented by the site and neighborhood context informed the recommendations for the Bowen Choice NTP.

Context is defined as the specific physical, historic, social and cultural qualities that makeup the unique character of a particular site or location. The context includes assets and liabilities that can become either an opportunity or constraint for redevelopment. For example, locating buildings in a floodplain can result in loss of life and the property during a heavy rain; or ignoring root causes of crime such as vacant and boarded properties may result in an increase in crime due to a blighted appearances. Alternatively, taking advantage of key assets of a property, such as natural water features or topography or carving out greenspace and connecting trails to neighborhood parks can result in a stabilized neighborhood due to satisfied residents.

It is important to recognize and understand those elements that best define the context of a site or neighborhood; for in recognizing the unique opportunities and constraints, a new context may be born with a vision for the redevelopment of the former Bowen Homes site and the transformative changes needed in the surrounding area.

The opportunity and constraint analysis determines what resources encourage or limit

the transformational redevelopment related to the physical, historic, social and cultural aspects. These include (A) History and memory of place; (B) Presence of natural resources; (C) Environmental conditions, (D) Built Environment (residential and commercial); (E) Civic and greenspace access; (F) Connectivity and Mobility; and (G) Education.

This analysis led to the development of the four guiding principles of enhanced connectivity, equitable housing, environmental stewardship, and with memory of place. This chapter lays out the context from which the Bowen NTP evolved and demonstrates key elements which tie directly to the vision, goals and strategies.

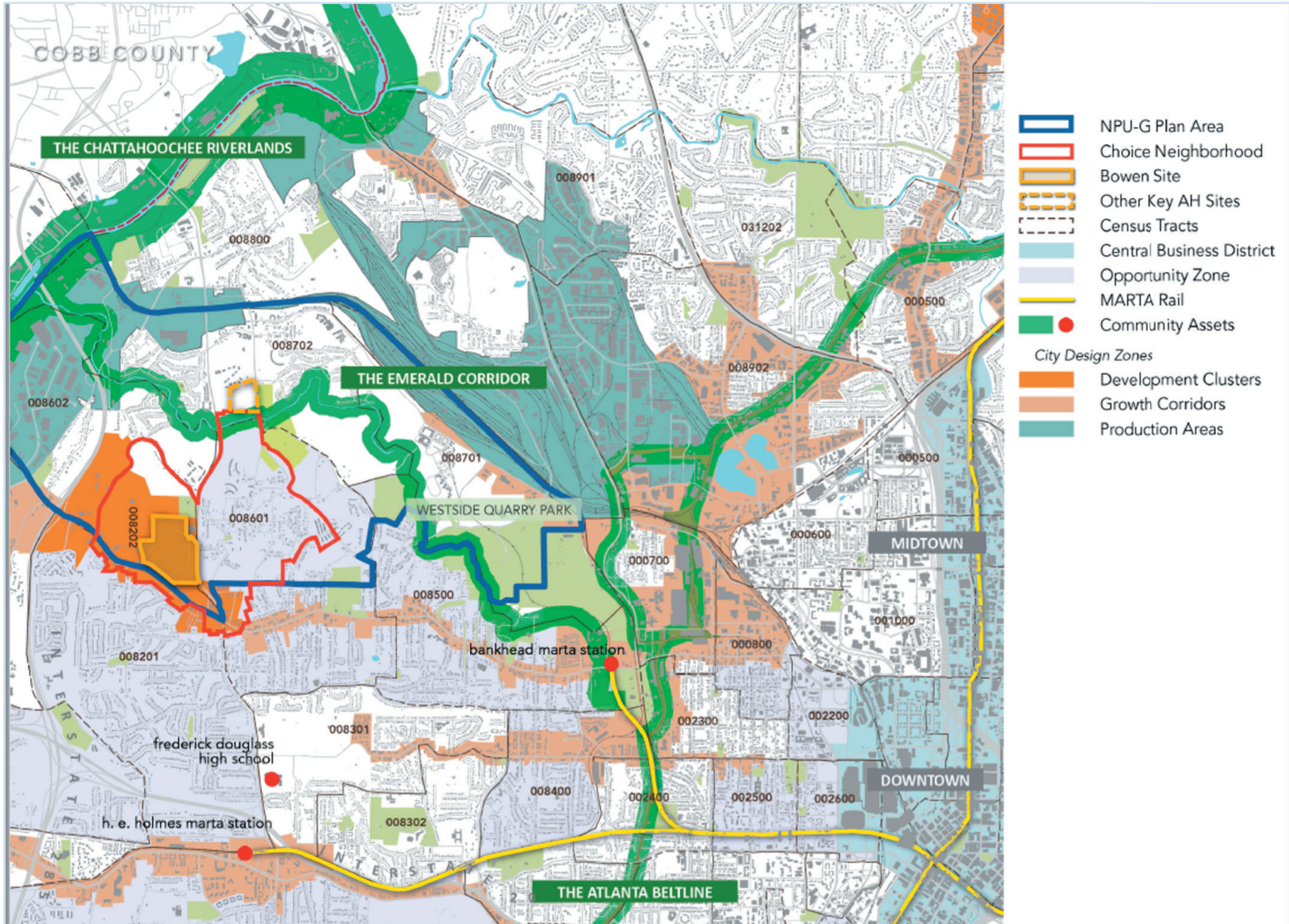


Figure 1 Context map of Bowen Choice Neighborhood.

A. History: Becoming Bowen

As noted earlier, the origins of the history of the Bowen site on the west side of Atlanta began in the 1960s with the plan to raze the African American community known as Buttermilk Bottom community located in downtown Atlanta’s Old Fourth Ward to build the Atlanta Civic Center. A “suitable” relocation site was identified in a largely undeveloped area of northwest Atlanta for low-income public housing and the residents of Buttermilk Bottom were relocated far from the urban core. Thus began the story of Bowen Homes.

AH (then known as Atlanta Housing Authority) began the planning and design of Bowen Homes as a low-income public housing project in 1961. The final phase of housing construction began in 1962, with 300 new units developed as a direct replacement for Buttermilk Bottom residents. Construction ended in 1964 with the completion of 650 public housing units and community space. Bowen Homes was named for the Bishop J.W.E. Bowen, a well-known religious and civic leader. The streets within the project were also named for other prominent African American religious and business leaders such as Wilkes Circle, Yates Drive, Chivers Street, and Walden Street.

1. Launch of Model Development

The Bowen site and the surrounding area followed popular greenbelt town planning concepts from the 1950s with the form and design intended to create a mid-century utopian vision, largely suburban in character. The rolling slopes and creeks were leveled and filled, and a loop road was installed with street alignments. The patterns included the main loop road, with small residential “neighborhoods” linked by common greenspace, centralized retail, and an education hub.

The 101 yellow brick buildings containing 650 public housing units were well designed based

on design principles at the time, with walk-up apartments arranged around parking courts, and facing landscaped common spaces – designed to create small villages and a sense of community. The courtyards are an example of “indefensible space” today. But for some former Bowen residents, they remain one of the complex’s most memorable features.

The planned peripheral highways, notably James Jackson Parkway (“JJP”), adjacent to the site, served as an intentional racial boundary that isolated the development and its families. Access into the large site was limited to two poorly defined entry points to Donald Lee Hollowell (“DLH”) Parkway to the south that also provided the only access to the A.D. Williams elementary school – furthering the isolation of the families. There was no access from James Jackson Parkway.

2. The Early Years

The 1960s and 1970s were relatively peaceful times at Bowen Homes. Bowen was, in the words of a former resident, “a place of safety, a place of enjoyment, a place that allowed us to establish our morals and values in regard to life itself.” (SOURCE?) Residents remember large community events and celebrations, where residents shared food, stories, and friendships, singing, dancing, and watching each others’ kids. Residents identified themselves by street names: Chivers, Wilkes, Walden, and Yates. Bowen Homes held regular community meetings, had many clubs and organizations throughout the years including a senior citizens club (organized 1964), a day care center (opened 1965), a small and juniors boys softball league, and “The Bowenettes” a girl’s teen group active in intellectual, social, and religious affairs which met weekly in the community center.

The onsite daycare, Gate City Bowen Homes Day Care Center, was a particular point of pride as it had its origins in the Gate City Day Nursery Association founded by Dr. W. E. B. Dubois and his wife on the Atlanta University campus in 1906. New retail businesses appeared along Bankhead Highway (later



called DLH Parkway) to serve the families coming into the area. The community was essentially complete with the construction of the adjacent A. D. Williams Elementary School in 1971 - a blue and white 86,000 square foot school named after Rev. Martin Luther King, Jr.’s grandfather. Frederick Douglas High School was the other school serving the children of Bowen Homes.

With the enactment of the Civil Rights Act of 1964, white flight around Bowen accelerated. By the mid-1970s, the surrounding neighborhoods had transitioned to a nearly all black population, and predominantly low income.

Tragedies that impacted Bowen marked the late 1970s. In 1977, Mayor Jackson and the city confronted the beginning of a series of unsolved murders, known as the Atlanta Child Murders, that claimed 30 individuals. The crimes occurred intermittently over two years and claimed victims between ages 7 and 28, primarily African American males. Nearly one-third of the victims who disappeared were from public housing communities. One of the victims, Curtis Walker, lived at Bowen Homes.

On October 13, 1980, an explosion occurred at the Gate City Daycare Center at Bowen Homes. As a result, four children and two adults died, and seven others were injured.

The official cause was determined to be a leak from the daycare center’s gas-fired boiler. A bomb threat to the A. D. Williams Elementary School across the street occurred the same day. All that heightened the belief that the Bowen Homes Gate City Day Care explosion was no accident – and possibly connected to the Child Murders.

As the 1970s became the 1980s, minimal investment in the city’s neighborhoods, suburban sprawl, population stagnation, and rising violent crime began to characterize Atlanta and its large public housing communities. In the 1980s, it was common for large, majority-black cities to experience increased crime and drug activity, concentrated in and around public housing, particularly with the widespread availability of crack cocaine beginning in 1984. Bowen was not exempt, and former residents attested to the destructive influence of the drug trade on the community. Despite the declining conditions, Bowen residents continued to advocate for greater safety and security, much-needed repairs and maintenance for their buildings, and better stores along Bankhead Highway.

3. The 1990s - Bankhead, Bowen, and Hip-Hop

Atlanta’s sprawl hastened the area’s decline into the 1990s. Residents’ quality of life suffered from the disinvestment and isolation, increasing poverty, overcrowding, and violence. In 1994, the elementary school serving the adjacent Carey Park neighborhood, the John Carey Elementary School, closed due to declining enrollment. By 1996, Bowen Homes had a violent crime rate four times higher than the overall rate for the City of Atlanta. Gang activity in and around the site grew more common.

Into this grim picture in the late 1990s, an emergent Atlanta hip-hop scene coalesced around the Bowen-Bankhead area, blending art, culture, and notoriety into Bowen’s increasingly troubled reputation. “Bowen” and “Bankhead” would eventually become the music industry’s shorthand for Atlanta’s westside neighborhoods and the phenomenon of Trap music, a variant of hip-hop music named for an Atlanta slang term for a drug house. Despite the aggressive lyrics, many hip-hop and Trap songs about Bankhead and Bowen emphasized the sense of community that evolved in the public housing project.

The Bowen Homes community significantly impacted the hip-hop scene in Atlanta and the nation, producing D4L (Shawty Lo), Shop Boyz, MDC, YDC, and many other famous musicians. OutKast, a six-time Grammy award winner, and a multiplatinum-selling group shot the 2000 “BOB (Bombs Over Baghdad)” music video at the former Bowen Homes site. The 2008 “What Up, What’s Haapnin” [sic] video, by three-time Grammy award winner and multiplatinum artist TI, was filmed by the former Bowen Homes sign. There are references to the former Bowen Homes in multiple songs and music videos from Atlanta rappers breaking into the national scene, several of whom are still icons in the industry. Trap music evolved from Bankhead and the former Bowen Homes during the early 2000s, influencing hip-hop throughout the country for years.



SPOTLIGHT
BOWEN IN POPULAR CULTURE

The Bankhead Bounce dance, performed by Michael Jackson at the 1995 MTV Music Video Awards, was named after a nightclub in the Bankhead neighborhood. The dance became popular with the release of a song in 1995, “Wassup Wassup” by rapper L. “Diamond” Atkins, featuring D-Roc. That same year, OutKast released the “Benz or Beamer” music video featuring the Bankhead bounce.



Boxer Evander Holyfield also grew up in the former Bowen Homes. He represented the United States at the 1984 Olympics, earning a bronze medal, is a four-time world heavyweight champion, and is in the International Boxing Hall of Fame. In 2017, Mayor Kasim Reed announced a statue honoring Holyfield in Downtown Atlanta in front of the Flatiron Building. However, the unveiling did not occur until 2021 in front of State Farm Arena (formerly the Omni), the location where Holyfield first became a world champion.



Shop Boyz released a song in 2007 called “Bowen Homes” that honors the community’s complicated relationship as home and as a place with a lot of crime. Shawty Lo’s 2010 album was called “Bowen Homes Carlos” and calls out the housing project and emphasizes the loss of the community with the demolition. The monument sign on the album cover art memorializes the former Bowen Homes. After he died in 2016, a petition started to change the name of DLH to “Shawty Lo Highway.”



SPOTLIGHT

BOWEN IN POPULAR CULTURE

4. Three significant landmarks in the Bowen Choice Neighborhood, are named for Adam Daniel Williams: AD Williams Creek, AD Williams Elementary School, and AD Williams Park and Recreation Center. Rev. Dr. Martin Luther King, Jr's grandfather was a Georgia native born in the early 1860s, and was a pastor of Atlanta's Ebenezer Baptist Church for more than 25 years. In 1917 he helped found the Atlanta chapter of the National Association for the Advancement of Colored People (NAACP) and was branch president a year later. Under his leadership, membership grew, and there was a significant push to register Black voters. In 1920, AD Williams convinced the NAACP leadership to hold the first national convention in the South in Atlanta.

4. The End: 2009

Bowen was the last major family housing project in Atlanta to be demolished, just 45 years after it opened. Over time and with the development's aging, several physical shortcomings became evident that contributed to the distress and crime on the site. For example, the modernist layout turned the back of buildings to the street and deprived the area of community policing. The barrier of James Jackson Parkway disconnected the site from the surrounding neighborhoods resulting in general isolation. The high-walled patios, poor lighting, and long crisscrossing paths added to security issues. The small units resulted in an inability to accommodate evolving family characteristics. The year before demolition, Bowen experienced 168 violent crimes, including five murders, in six months.

Due to increasing physical distress, obsolescence, crime on site, and a lack of resources to revitalize Bowen, HUD approved its demolition in 2008, and residents were provided with housing choice vouchers and relocation began that year. In 2009, amid widespread protest, the buildings were demolished. The site has remained vacant ever since.

Despite difficult and sometimes tragic times, Bowen is fondly recalled by many who lived there with a strong sense of community that created a bond between residents that held during good times and bad – even until this day.

5. Context Highlights: The History of the Site

Cultural Resource. While the negative history of the site might appear as a constraint, the site itself is actually a cultural resource for the city of Atlanta, given its impact on the music industry. "In 2009 the New York Times noted that after 2000, Atlanta moved 'from the margins to becoming hip-hop's center of gravity, part of a larger shift in hip-hop innovation to the South.' Producer Drumma Boy called Atlanta "the melting pot of the South. Today Atlanta has a thriving music industry and is considered to be a capital of hip-hop including crunk, R&B (Rhythm and Blues) and its offshoot neo-soul ..."

Community. There are many happy memories of times on site for the former Residents, who spoke during the community engagement process of both their ties to the community and recollection of the tragedies that impacted many of their lives. The residents spoke of their wish to honor those residents who lived on the site through good times and bad, as well as to acknowledge the tragic events such as the Gates City Day Care explosion.

History:

The NTP should lift up the Memory of Place for the former Bowen Homes residents through physical design, oral histories and written remembrances – and to acknowledge the importance of Bowen Homes as a cultural resource in shaping the development of the hip hop music industry in Atlanta and nationally. This may include establishing partnerships and programs that provide recognition of this cultural resource and new creative opportunities to advance economic empowerment, innovation and entrepreneurship for low-income residents.

B. NATURAL RESOURCES

It is important to build a healthy community by intentionally preserving the existing natural resources, tackling large-scale stormwater management issues, taking advantage of the land for greenspace preservation and building trails to enhance connectivity. There is a strong connection between the natural resources context and the environmental context that follows - with a need for environmental reclamation of waterways and removal of environmental contamination on the land in order to restore health to the community that must be done to enjoy the full benefit of the natural resources.

1. The Bowen Site.

The Bowen site is a large vacant site with opportunity for redevelopment. The Bowen site has several natural assets that provide a firm foundation for its regeneration, with rolling hills, meadows, and creeks. There are concentrations of high-quality trees on the Bowen site, on the southern edge near the floodplain, behind the commercial frontage between Yates Drive, the historic entrance to Bowen Homes, and DLH Parkway, and in the central part of the site. An assessment before the design process began identified the priority trees and those that should remain if the final site design permits. These trees typically have 24-inch to 36-inch diameters and include varieties of hardwoods, like oak and maples.

The Bowen site is in the Proctor Creek watershed, with multiple tributaries, including A.D. Williams Creek. Before the 1964 construction of Bowen Homes and JJ Parkway in the mid-1970s, a substantial segment of A.D. Williams Creek crossed the site. To build Bowen Homes, developers leveled much of the hilly site. Now the creek runs through pipes under the entire area and empties near A.D. Williams Park to the north. Where stormwater enters the pipe at the site’s southwestern corner is a low-lying, poorly drained basin that over time has become a swampy wetland impacting a portion of the Bowen site and adjoining properties along DLH Parkway. Acquisition of this land which is not buildable could support enhanced green stormwater management for the Bowen site while making additional land available on the site for housing development.

The civil engineering and design of the site should carefully consider the benefits and costs of preserving parts of the existing onsite infrastructure, such as storm drainage, in the Bowen site redevelopment efforts with a focus on a climate resilient green infrastructure plan. With a careful plan to protect and expand the site’s natural resources, the developed Bowen

site can: (1) provide needed community green space; (2) increase connectivity through trails; and (3) provide a green stormwater management infrastructure program that celebrates the natural resources of the site.

As will be detailed in a later section, the Bowen site has environmental contamination that must be cleaned-up on the northwest corner of the site.

2. The Bowen Choice Neighborhood Area.

Most of the area’s topography in the 500-acre BCN is surprisingly rugged, especially in the Carey Park neighborhood and replete with natural resources, many of which have been degraded or not maintained over time.

Watershed. The Proctor Creek watershed and its extensive creeks and streams, flood zones, and buffers are significant assets for the area. The tributary, Terrell Creek, forms the eastern border of the BCN in the Carey Park / Almond Park neighborhood. Proctor Creek empties into the Chattahoochee River two miles to the west. While clean-up efforts are underway, the prevalence of combined sewer overflows has severely impacted the health of Proctor Creek and many streams and buffers are polluted. They have collected trash and contaminated stormwater runoff, indicating a need to remediate these essential natural resources for the area’s environmental sustainability.

Urban Forest. North of the Bowen site and adjacent to the vacant A.D. Williams school, there is an approximate 13 acre parcel that has not been developed and is a long-standing forest with a number of old trees. While this property is in the hands of a private owner, acquisition of the site would afford the opportunity to designate an area for tree preservation through which a trail could be built that would connect the Bowen site to the recreation and education area to the north of the site.

Greenway Trails. North of the BCN, there are plans for a greenway trail following Proctor Creek to connect the Chattahoochee River as part of a major web of greenway connections on the westside. The Chattahoochee runs along Atlanta’s westernmost border, all the way to downtown Atlanta and the Atlanta BeltLine, a 22-mile loop of parks and recreation areas. This phase of the multi-use trail could link the neighborhood with parks, schools, and the Bankhead MARTA station which is 5 miles east of the BCN.

While not in the BCN boundary, Westside Park, Atlanta’s newest park, is approximately two miles to the east. Opened in 2021, the 280-acre, \$44 million park will, according to the City of Atlanta, “change the surrounding landscape far beyond just becoming the largest green space in the city. It will also catalyze Westside neighborhoods”. Public access to these regional recreation areas represents a tremendous opportunity.



NATURAL RESOURCES.

Given the site’s natural resources, there are many opportunities to reclaim the land to build beautiful nature paths and trails taking advantage of hundreds of acres of vacant land. The Plan should take advantage of the natural resources on both the Bowen site and throughout the BCN Area through preservation, stormwater management and “green” development – including the establishment of an urban forest on the northern edge. To enhance connectivity, trails should be built-out to take advantage of planned greenway systems that can connect the Bowen site and area with with other recreational and transportation areas on the westside.

Restoring the natural resources in the BCN area can attract new residents to the community, increase economic opportunity, and enhance the quality of life. But as growth continues, development must not be allowed to negatively impact the extensive tree canopy, waterways, recreational areas, and the natural landscape. Different topographic features require various green infrastructure interventions, ultimately leading to designs that respond to, rather than alter, the physical and biological functions of the landscape.

C. ENVIRONMENTAL CONDITIONS

1. The Bowen Site.

In September 2018, a Phase I Environmental Site Assessment (ESA) was conducted that identified several Recognized Environmental Conditions (RECs) at the Site, followed by a Phase II ESA and further delination sampling. Soil borings and test pits identified the presence of buried debris at the northwest portion of the site. Soil sampling revealed detections of lead and silver that will require removal. Additionally, soil vapor samples collected identified elevated levels of methane. AH has identified plans and funding to support the remediation; pending the identification of the final housing plan. In May 2022, EPA announced that the City of Atlanta would be awarded Brownfield Revolving Loan Fund (RLF) Supplemental Funding, of which, the City of Atlanta identified the Bowen site as one of the projects to receive potentially up to \$1,000,000 in funding to support remediation activities.

Adjoining properties are also likely impacted by the illegal dumping. AH is coordinating with the owner on clean-up options.

2. The Bowen Choice Neighborhood Area.

Unfortunately, given the area’s challenging to-develop land and historical development gaps, hundreds of properties are vacant, abandoned, or underutilized that have been used for illegal dumping. In addition, other harmful land uses have negatively impacted residents’ health, land values, and living conditions. That has affected the community’s quality of life and caused relocation out of the area.

Truck traffic along DLH Parkway has made significant environmental challenges worse. Immediately west of Watts Road, the area is occupied by other intensive trucking activities (fueling stations, truck storage yards, etc. That

accounts for some 40 paved acres of industrial functions to the south and west of the landfill. On its northeastern corner, at the end of Field Road, is a 14-acre “you-pull-it” car junkyard. Runoff from all of these uses flows into A.D. Williams Creek.

Brownfields. A brownfield can be land or a building that has been contaminated or damaged by materials that are harmful to people. Brownfields in urban areas are very common and can be redeveloped. Still, it requires special expertise and processes that can be more expensive than the property is worth.

In June 2020, The City of Atlanta received a 2020 EPA Brownfield Assessment Grant from the Environmental Protection Agency (“EPA”) that included developing community-based partnerships to promote environmental, economic, and social well-being in four target areas within the city – including the BCN. In 2021, a Brownfields Inventory Report was completed to identify potential brownfields sites within the focus area which includes the BCN. The report identified nine potential brownfields within the BCN. These sites included several vacant, overgrown lots, and two sites on either side of the historic entrance to Bowen Homes at DLH Parkway, which include an abandoned gas station, and a vacant grocery store. The inventory is not an exhaustive list of brownfields, and there are several other sites with known contamination within the neighborhood including the Bowen site and adjacent parcels that were not identified in the inventory.

Environmental Justice. The BCN is an area that has long suffered from underinvestment in infrastructure and critical services and environmental contamination that impacted the health and quality of life for the residents. It is well recognized that people of color are disproportionately impacted by environmental racism that can take the form of either practice or policy. In the case of the BCN which has a majority African American

demographic, the practice of ignoring the problem with limited investment has resulted in land and stream degradation. The fact that the Bowen site was designed to be cut off from the rest of the community with the construction of a racial barrier in the form of a highway (James Jackson Parkway) is another form of environmental racism made possible by a policy translated into a practice. The lack of built-up streets and lots made possible the prevalent dumping that has occurred.

Environmental Stewardship. The Center for Hard to Recycle Materials (CHaRM), a partner in the Transformation Plan, will work to raise awareness about environmental issues. CHaRM will offer alternatives to dumping hard-to-recycle items such as tires, appliances, paint, mattresses, electronics, and old furniture and building materials. These items will be collected and disposed of outside of the neighborhood following best practices.

Beyond education, there is a potential to establish an environmental education and stewardship center either on the site or adjacent to the site and build awareness of the role of environmental management as a practice in healthy communities as well as brand the site for its focus on healthy living and environmental stewardship.

ENVIRONMENTAL CONSERVATION AND ENVIRONMENTAL JUSTICE.

The Plan must address issues of environmental racism whether through policy or practice in order to create a healthy community. This can include identification of brownfield, landfills and contaminated sites to focus resources on clean-up, even acquiring those sites for redevelopment. Where possible land fills and junkyards should be encouraged to relocate. Programs should be developed to remove trash throughout the neighborhood. The natural resources and streams can be restored for the enjoyment of the CN Community. Funding should be identified to build-out the environmental stewardship center either on the Bowen site or in the BCN.

D. BUILT ENVIRONMENT: RESIDENTIAL AND COMMERCIAL

The built environment consists of man-made structures that collectively create the environment in which people live, work and play. It encompasses residential, commercial and civic buildings where activities take place, utility distribution systems to provide electricity, gas and water to power our lives and roadways that provide mobility and connections .

1. The Bowen Site.

The site is vacant today; however, the profound impacts on the area cannot be denied. The presence of a public housing project impacted the economic vitality of the area that limited investment and then the subsequent vacating of the 74-acre site resulted in the loss of approximately 3,000 public housing residents and loss of population. It is critical that the new development not make the same mistakes so that it can influence the transformation change and investment that is needed. As will be noted in the following section, these issues cannot be ignored if transformation and new investment is to occur.

2. The Bowen Choice Neighborhood Area.

As noted above, much of the BCN has yet to emerge from the shadow of Bowen Homes. Key impacts include:

- 1. The population in the community dropped by almost 60% from 2010 to 2020 primarily as a result of the relocation, speeding up the economic decline already in motion, while Atlanta’s population increased by 27%.
- 2. The majority of businesses closed or struggled to stay open resulting in a disinvested commercial corridor that offered limited access to quality goods and services for the neighborhood residents. The businesses that remained serviced the landfills and Interstate 285 – auto salvage yards, used tire stores, and truck stops. This commercial corridors appears distressed and disinvested.
- 3. Local crime increased with the three-year (2017-2019) average of violent crimes in the BCN is 16.6 per 1,000 residents, and the City of Atlanta average is 6.9 per 1,000 residents, 2.4 times higher.
- 4. The neighborhood of Carey Park became blighted with an aging housing stock in need of repair, and vacant and boarded-up

homes and suffered from a lack of investment in public infrastructure. As blight grew, illegal dumping increased. Areas became environmentally contaminated and unbuilt lots became strewn with debris. Adding to the blighted appearance, investors have demolished housing and are holding land for redevelopment.

- 5. With fewer residents, the availability of public transit was reduced due to lower ridership.

Neighborhood Demographic.

Estimates are that about 2,405 people live in the BCN, based on the real estate market study completed in June 2022 by K.B Real Estate Advisory Group. The AMI of the BCN is estimated at \$26,197 (about 30% AMI) compared to \$71,628 in the City of Atlanta. Nearly two out of every three households (63%) in the BCN earn below \$35,000 annually, or about 40% of the HUD area median income for the Atlanta area for a family of four. Residents in the neighborhood have a higher poverty rate and lower levels of educational attainment. This low earning potential also reflects a high-cost burden for the two census tracts that make up the BCN. The percentage of households who spend more than 35% of their combined income on housing exceeds 25% in the area. Most households are small, with one to two people in the BCN area, while 54% of all households include children.

With limited economic opportunity and a declining population, the poverty rate of the population reached over 54% with a long-term vacancy rate almost six times that of Fulton County, GA.

Neighborhood Housing.

The housing stock is predominantly older (constructed prior to 1980) with small bungalows and single-family homes in poor to moderate condition. There is a lot of vacant land and housing. Houses are boarded. Recent investment (new construction and renovation) is visible in the BCN; however, large areas of substandard housing exist. Today, investors own over half of the parcels (509) in the BCN. There are 370 vacant residential properties (40% of all parcels).

Single-family houses make up 44% of housing units in the BCN, and for-sale townhomes and condominiums have a minimal presence. Over 75% of residents in the area rent.

Multifamily zoning occurs in and around the immediate site; however, most is small scale, less than 12 units. There are five large multifamily complexes. Across the street from the Bowen Homes site on JJ Parkway is The Remington, a recently built 157-unit senior midrise. A large legacy multifamily site, Woodland Heights, a 164-unit HUD Section 8 subsidized property (not AH subsidy), is newly renovated but remains on the city’s list of problem properties watch list due to its significantly above-average crime rate.

Due to topographic challenges, the planned street rights-of-ways remain unconstructed in many places, such as the old, gridded, but incomplete Carey Park street pattern, suburban in character. Presently, the neighborhoods are sparsely populated, without a resident governing board or neighborhood association. Some new development is underway but is hampered at specific sites by the lack of infrastructure, notably paved roads and access to city water and sewer. Georgia Power has begun investing in upgrading the power grid in anticipation of oncoming development.

Housing Supply.

Despite the condition of the area, the BCN is facing the same supply and demand issues seen across Atlanta, particularly related to affordable housing – that is limited supply and high demand driving up prices.

- Home prices have increased 244%, from \$61,000 in 2016 to \$210,000 in 2021.
- Average effective rents across all unit types were \$1,356/month in the second quarter of 2021, approximately \$1.50 per square foot, a 35% increase from \$1.11 per SF 10 years prior.
- Market-rate rentals consistently have 98% or higher occupancy rates. The newest apartments in the BCN and adjacent neighborhoods are typically non-subsidized. Between 50% AMI and 80% AMI, monthly rents are affordable to households.
- Several mid-sized development firms, including LongLine Holdings, Urban Oasis Development, and Bellwood Homes, all partners in BCN, are poised to lead the market growth in new single-family homeownership development in the area.
- In the broader Primary Market Area, more multifamily units are planned or under construction; 3,336 are expected between 2021 and 2023, approaching the ten-year total of 3,980 created from 2010 to 2020. As market conditions improve in the area, the potential for additional market-rate rental and for-sale housing is also likely to improve. Area growth will create the opportunity for more housing units and quicker absorption on the Bowen site.

Institutional, Commercial and Economic Development.

Institutional uses include several churches and a nursing home. Medical care is not available in the BCN area. Most commercial businesses offer waste and salvage services, including auto salvage yards, used tire stores, and truck stops. There are limited retail services at the southern end of the neighborhood around the intersections of DLH and JJ Parkways which serve as the two commercial corridors servicing Bowen Homes and the BCN. Due to reasons noted earlier, there has been a decline in economic activity and both corridors are disinvested and appear blighted. The current BCN commercial real estate market is experiencing widespread vacancy and a lack of employment opportunities.

The local area’s spending power (combined number of residents and incomes) is significantly lower than what typically interests retailers. There has been no retail development expansion in the BCN since 2010, and only three new buildings have been developed since 2000, adding roughly 15,000 square feet.

At the intersection of DLH and JJP is a retail node that consists of a small grocery store and gas station surrounded by oversized unused paved lots. The grocery store appears to be in poor condition and by accounts of the neighborhood, does not offer quality food. In fact, most residents will drive 4 miles or more to shop at name brand grocers. The lots informally host local entrepreneurs selling a range of consumer goods in a pop-up style, taking advantage of the heavily trafficked crossing and highlighting the need for more small, affordable formal retail options.

There is limited access to healthy foods and the community residents have pleaded for access to better options and quality grocers within the BCN area.

Commercial includes retail, office, and light and heavy industrial uses. The Bowen Site is

part of the Hollowell/Martin Luther King Tax Allocation District (TAD). A portion of the Carey Park and Almond Park neighborhoods are located in the Perry Bolton TAD. The area includes a federally designated Opportunity Zone (OZ) program, which provides special financial benefits to potential investors to encourage development in the zone.



BUILT ENVIRONMENT

Through the implementation of an equitable development plan for the built environment along with increases in connectivity and promotion of environmental conservation and justice, the Plan should offer the following: (1) a wide range of housing types to meet various income needs through preservation and new construction; (2) remove residential and commercial blight to restore residential and commercial vitality; (3) invest in economic development; (4) improve public safety, (5) improve environmental conditions and eliminate dumping. Access to healthy living opportunities and quality food is critical and should be addressed with the identification of a location and incentives to attract a grocer. Without evidence of physical change, the transformation will not happen.

There is an opportunity to meet the needs of the residents to create a community center that will provide training to prepare the residents for 21st century jobs with partnerships with nearby Fortune 500 companies, local sports teams, academic institutions, as well as local companies and non-profits. The Community Center can also provide space for non-profits for focused education, health and employment training to prepare residents for more in-depth certification programs and jobs. To encourage and grow small

businesses, the community center can contain an entrepreneurial incubator space.

Economic development of the blighted DLH corridor and particularly the retail node at the intersection of DLH and JJ Parkways is crucial as it will eliminate a major appearance of blight (commercial) and public safety concerns, in essence rebranding the community as this intersection is the first introduction to the neighborhood. It will also dramatically stabilize the BCN, offering quality goods and services in the immediate neighborhood

Legacy residents and businesses must not be forgotten and can be encouraged to stay in the neighborhood with incentives to remain in the neighborhood alongside the new residents and businesses.



E. AMENITIES: CIVIC AND RECREATIONAL

1. The Bowen Site.

When build out as a mixed-income development with internal amenities that include parks, greenspace and neighborhood serving retail. This will work in concert with a broader civic and recreational vision for the BCN and help attract investment. There is an opportunity to utilize some of the land on the northwest corner of the site for recreational use, depending on the outcome of the environmental remediation.

2. The Bowen Choice Neighborhood

The BCN is replete with natural amenities some of which have been noted in previous sections including trails, greenspace and natural resources. Building upon this is the opportunity to look at an area to the north of the Bowen site that is public land (non-AH) designated for recreational purposes – anchored to the east by the vacant A.D. Williams School and to the west by the upper grade Best and Correta Scott King Academies, with recreational fields of their own. On the public land there exists the old A.D. Williams Recreation Center which is currently used by the Police Athletic League (“PAL”) to offer services to youth in the area. The A.D. Williams Park is a large flat expanse that contains recreational fields. There is an opportunity with a larger vision to combine uses and offer a broader recreational program serving the entire area as well as community meeting space. For efficient land use, there is the potential for APS and the COA to co-locate recreational services with the needs of the adjacent educational institutions.

CIVIC AND RECREATIONAL AMENITIES.

The Plan will encourage thinking holistically about the creation of regionally serving recreation center

F. CONNECTIVITY

Access within and to the Bowen site for housing, services, amenities and jobs is critical. This can be achieved through a multimodal approach that considers pedestrian, bicycles, cars and other forms of transportation, Improvements to and expansion of public transportation routes provided by MARTA should be considered.

1. The Bowen Site.

Initially planned as a gated community, residents had only one entry into the former Bowen Homes site from DLH Parkway, with no other vehicular or pedestrian connections except for another off Field Road. This intentional racial segregation left the former Bowen Homes’ residents isolated and separated. The JJ Parkway frontage of the Bowen site is fenced, resulting in a total disconnect from the crucial north-south travel route and the Carey Park neighborhood across the street. The A.D. Williams elementary school was also isolated and could only be entered from DLH, travelling through the Bowen site. There is no direct access into the Bowen site from JJ Parkway and there is no connection between the Bowen site and the adjacent Carey Park eighborhood.

2. The Bowen Choice Neighborhood Area.

The BCN is not pedestrian friendly. The commercial corridors o not have sidewalks and given the speed and type of traffic along both

parkways, which are actually state roads, people walking along the road feel unsafe, which is especially challenging for those relying on public transit.

The site is very close to I-285 with industrial uses nearby, so there is heavy daily truck traffic on DLH Parkway. That truck traffic loads onto the ½-mile segment of DLH Parkway and the I-285 freeway exchange west of the Bowen site. These trucks and traffic coming off and on the highway contribute to the industrial character of DLH Parkway. JJ Parkway is also a road where cars travel at high speeds because there are limited residential or retail uses.

In addition to creating health and safety hazards, the state roads bounding the Bowen site cut neighbors off, limit small businesses’ market areas, and do not encourage drivers passing through the BCN to stop. The street layout interrupts the potential for establishing nature trails and discourages more active use of parks and recreation areas. It will be essential for the Bowen redevelopment to provide pedestrian access to these valuable community resources.

The two commercial corridors appear disinvested as there is no coherent streetscape and lighting plan. By investing in and upgrading the streetscape, the BCN will be defined physically, greater mobility will be offered to residents and an appearance of safety and security will attract investment to the neighborhood.

MARTA (Atlanta’s public transit authority) serves the neighborhood with two bus routes along the two major thoroughfares. Bus service connects riders to the Bankhead MARTA Station and downtown Atlanta directly; and the station is located approximately 5 miles from the BCN, south on Donald Lee Hollwell Parkway. From the site Bankhead Station can only be accessed by car or bus due to the limited pedestrian linkages.

MARTA has drafted plans for a bus-rapid transit extension from Bankhead to Midtown

Atlanta, that does not include the Bowen CN area. Due to the eventual population increase that will occur in the development node, MARTA should consider a way to include Bowen as a BRT station; if not, designated bus line should be established to more readily connect members of the CN Community with the MARTA rail station to allow for access to city and regional job centers.

Recently, Microsoft announced the relocation of its headquarters right next to the station, less than five miles away. MARTA has plans to quadruple the station’s capacity. The Bankhead Station provides access to the Hartsfield-Jackson Atlanta airport, an important job hub, in about 20 minutes.

CONNECTIVITY.

Connectivity is the key to economic empowerment, whether bringing goods and services to the area or providing access to jobs and other amenities. Connectivity should be multimodal including pedestrian, bike, car and rail and include the commercial corridors as well as the greenway trails and corridors noted previously and the streetscapes should be improved with a thematic design.

It is important to think holistically about how Bowen fits into the overall transportation grid, the provision of multimodal transportation and a strong partnership with MARTA.

G. Educational Opportunity

The presence of a quality school is recognized as one of the strongest drivers and predictors of neighborhood stability. It is key to this transformation that AH, COA and APS work together on a strategy to improve the schools.

Currently, Atlanta Public Schools (APS) owns two vacant schools within the BCN and many others nearby. The A.D. Williams Elementary School, located next door to the Bowen site, is vacant. The Carey Elementary School in the Carey Park neighborhood is also vacant and is of historic significance. APS operates two schools within the BCN, the Coretta Scott King Young Women’s Leadership Academy, a public charter school, is the only all-girls serving grades 6-12 in the system and sits just north of AD Williams Park. Its mission is to develop globally competitive citizens empowered by nonviolent social change and STEM scholarship. The BEST Academy sits on the same campus and is the only all-boys school in the system, serving grades 6-12. It aims to collaboratively foster and empower boys in engineering, science, and technology, preparing them for college and careers. Expectations are that these two active schools in the BCN will continue to serve APS’s current and short-term future needs.

The schools are located in the the APS Douglas Cluster that is one of the lowest performing clusters in the APS system. APS and the City are partnering to develop a transformation strategy, with a grant provided by the Seigel Family Endowment and managed by Reimagining American Schools, a consulting firm. The study is seeking to determine how can Georgia Tech, Microsoft and the tech industry can create a pipeline of Black talent into the technology industry within the Douglass Cluster, focusing on a cradle to career pipeline and including career and academic training.

EDUCATION.

The success of the Plan is dependent on a strong partnership between AH, the developer, The City of Atlanta and Atlanta Public Schools. The Plan must deal with the two vacant school sites. A.D. Williams which will likely be demolished can be used for temporary A.D. Williams can offer the opportunity to not only rebuild a quality educational institution, but to partner with the COA on the co-location of services for more effective land use and the provision of recreational programs that can be regional. In additional the site could provide a location for temporary services to support the redevelopment of Bowen Homes.

The vacant Carey School provides an opportunity for renovation to develop the needed community center noted previously.





03 ENGAGEMENT

APPROACH
PROCESS AND FRAMEWORK
COMMUNITY RESPONSES
SUMMARY OF COMMUNITY
ENGAGEMENT RESPONSES

ENGAGEMENT

This section describes how AH engaged with the community over the past two years to develop the Bowen Choice Neighborhood Transformation Plan – who participated, the nature of the engagement, the rationale for the process and what was learned.

A. Approach

In 2018, several communities within the Neighborhood Planning Unit – G continued efforts to update its master plan and invited Atlanta Housing to participate. The community signed off on the plan, and the City of Atlanta adopted the NPU-G Master Plan Update, developed over several years. In late 2021, it was incorporated into the Consolidated Plan. During that process, Atlanta Housing received an FY2020 Choice Neighborhoods Planning Grant from HUD to support the development of a comprehensive Neighborhood Transformation Plan for the former Bowen Homes site and surrounding area.

AH established a dedicated team of individuals representing the community residents, former residents of Bowen Homes and stakeholders (the “BCN Community”) to represent their interests and provide input during the planning process to be sure their voices were heard. AH established several committees and structures, including

- **a Resident Advisory Committee (RAC)** that met monthly to discuss progress on the plan, outreach efforts, upcoming events, and ways to provide feedback;
- **Focus groups** that identified areas of concern, within housing, education, economic development, environment and mobility with representatives from the City of Atlanta, Invest Atlanta, local businesses, key stakeholders, community residents; the former Bowen Homes residents; and

- **a Bowen Choice Steering Committee**, made up of the BCN Community and partners who met monthly to review plans and connect with each other on activities in the BCN.

To understand existing conditions, community goals and values, needs and opportunities, and desires for the future, AH’s community outreach and engagement process utilized multiple techniques and levels of involvement. This process included traditional and not-so-traditional methods to reach broad and diverse audiences with varying degrees of expertise, time availability, and investment in the outcomes of the Transformation Plan.

Public engagement included a variety of methods to gather detailed input from the community and stakeholders. The AH team conducted an online Community Needs Assessment of the Choice Neighborhood, and a Needs Assessment to interview former Bowen residents by phone. Further, the engagement plan incorporated results from outreach and input opportunities from ten virtual meetings of the Steering Committee in 2021 and seven in 2022 (as of October), eleven Resident Advisory Committee meetings in 2021 and eight in 2022 (as of October), 35 Focus Groups meetings in 2021, and four NPU-G monthly meetings in 2021 and eight in 2022.

Transformation Plan engagement also included meetings and activities of a capacity-building committee working directly with the former Bowen resident and the Doing While Planning” (DWP) team, made up of Atlanta Housing staff, consultants and former residents, which met 21 times in 2021, roughly biweekly. Finally, public events like a Recycling Pop-Up and the 2021 Bowen Reunion allowed the AH team to reintroduce themselves to the community and share information about the BCN Planning Process. Additional events throughout the planning period encouraged participation and facilitated comments, suggestions, and community visioning.

Despite the fact that the planning process

took place during the intense lockdown period of the global Pandemic, AH was able to share information, receive feedback and form relationships through a virtual communication system. This lasted until late 2021 when restrictions were slowly released. AH used creative and innovative public engagement tools as alternatives to in-person meetings during the pandemic.

As part of the ongoing planning process, AH reached out to local stakeholders such as Atlanta Public Schools, the Atlanta Police Department, the City of Atlanta’s Department of City Planning (DCP), other city departments, and Invest Atlanta, the city’s economic development agency for partnership and feedback. Given various Bowen site and neighborhood priorities, additional organizations were part of the planning efforts for the site. They include the Georgia Conservancy, Neighborhood Planning Unit G (NPU-G), Live Thrive Atlanta, the Trust for Public Land, and the Morehouse School of Medicine.



B. Process and Framework

Through the Community Engagement process, the creation of the Bowen Choice NTP focused on a four-phase process: 1. **Discovery**; 2. **the Framework**; 3. **a Detailed Site Plan**; and 4. **Phasing and Implementation**.

1. Planning Process: Discovery

During the Discovery phase, AH and its consultants performed research, data collection, and analysis to understand the current, or baseline conditions in the planning area. Real estate market analysts completed the Bowen Choice Market Study for the Bowen site and surrounding planning area. The Resident Advisory and Steering Committees were established, and stakeholders were invited to respond to the findings. Results from community interactions such as charrettes and surveys guided the site and neighborhood designs created by planning consultants and AH staff. The Guiding Principles began to emerge.

2. Planning Process: Framework

The findings were used in the next phase to develop the first phases of the conceptual master plan for the Bowen site. This phase includes blocking out the initial street framework, increasing connectivity, and the open space plan which emphasizes preserving and enhancing the natural environment. Strategies expressed in that also honor the Memory of Place, which recognizes memories of the former residents of Bowen Homes and events tied to the site. The Market Study was crucial to ensuring the Framework prioritizes housing affordability and supports the viability of the Bowen Transformation Plan.

3. Planning Process: Detailed Site Plan

With input from former Bowen Residents, stakeholders, advisors, and other consultants gathered, the team blocked out a detailed site plan. It included determining and laying out varieties of mixed-income, and mixed housing

typologies and blocks, plazas and open spaces, stormwater management features trails, and significant connections to the surrounding areas. In this phase, the project focus reoriented to JJ Parkway, providing greater opportunities to build new retail that would serve the new residents immediately.

4. Planning process: Phasing and Implementation

As the site framework and blocking were finalized, development planners began to test the necessity of breaking the project into distinct phases. When new communities are created, it may take time for the market to prove itself, for financing to become available, and for units to be sold and filled. Affordable housing also requires subsidies that are not readily available but must be applied for over time. The team reviewed the Framework, financing requirements, market conditions, and resident input to propose four phases. These phases plan to start at the land near the AD Williams School on the north of the site for mixed-use housing, retail shops along JJ Parkway, open space, a memorial plaza, and potential trails leading to the urban forest. Future phases advance southwestward and clockwise around the site, including acquiring future sites for housing and retail use. All in all, density was supported and an estimated 2000 units were recommended for development over ten years.

C. The CN Community Responses

Bowen Homes was once a vibrant, impactful community on Atlanta’s westside. During the planning process, input from the former residents reinforced that picture. Many participants described the pride they felt in their community, and many expressed the desire to return when the redevelopment occurs. Tapping into these memories, many Former Bowen Residents became very

involved in the potential redevelopment process and helped expand outreach efforts. See Figure 2-3, Bowen Pride.

These findings summarize the desires and needs of the Former Bowen Residents and community residents within the BCN related to redeveloping the former Bowen site. Coordination among the Steering Committee, the Resident Advisory Committee, AH Focus Group Leads, and NPU-G leadership helped connect with the community.

A high level summary of the priorities that emerged through the long and intensive community engagement process from the various segments of the CN Community are provided below.



1. Former Bowen Resident Priorities that inform the Transformation Plan

Feedback from the Former Bowen Residents surveyed includes the following:

- a. PHYSICAL HEALTH** - The three most pressing and immediate needs of Former Bowen residents are access to doctor’s offices and disease management classes or services), access to gyms, recreation centers, outdoor equipment in parks, fitness classes or facilities, and access to food pantries, and emergency food assistance.
- b. MENTAL HEALTH** - Former Bowen Residents also indicated they are looking for counseling or support with depression, emotions, or stress, and that, along with other medical offerings, those are essential services they would like to see in the BCN and on the Bowen site.
- c. JOBS** - Most Former Bowen Residents are employed (full or part-time) or retired. Residents identified disability and health or medical restrictions as the source of challenges for those looking to build or keep the capacity to work. The second cause is a lack of transportation, and the third is a lack of professional skills.
- d. EDUCATION** - Only 12 of the 178 have small children in the household, therefore feedback was limited.
- e. HOUSING** – Residents noted a desire to replicate some of the original design elements of the former Bowen Homes, especially those that encouraged community interaction.
- f. COMMERCIAL/RETAIL AMENITIES** - Former Bowen Residents also noted a lack of daily essentials such as neighborhood retail and recreational facilities in the BCN.
- g. NEIGHBORHOOD AMENITIES** - Finally, Former Bowen Residents indicated that any new development in the BCN and on the Bowen site should incorporate highly desirable community facilities and services such as schools, youth services, a library, and a post office.

2. BCN Community Priorities that inform the Transformation Plan

BCN stakeholders in Almond Park and Carey Park provided critical takeaways and insights regarding the broader neighborhood include the following:

- a. HOUSING** – Questions and suggestions around affordability (how many units will be on the Bowen site, at what price points , etc.) were typical. There is broad community support for diverse housing types, sizes, and options; the BCN wants to see more quality affordable housing for families, seniors, and individuals, both rental and for-sale.
- b. NEIGHBORHOOD** – the redeveloped Bowen site should maintain the former street names and as many trees as possible.
- c. NEIGHBORHOOD and MOBILITY** – Improve connectivity and transportation throughout the BCN, specifically to make safe, walkable connections to and from the Bowen site to the other BCN neighborhoods, installation of sidewalks, safe crosswalks, bus shelters, etc.
- d. MOBILITY and ENVIRONMENT** – The needs immediately above were paralleled by connections to the Proctor Creek Greenway.
- e. NEIGHBORHOOD and ENVIRONMENT** – There is an urgent need for recreational places and educational play spaces for children and youth in the BCN, community gardens, and nature areas.
- f. JOBS** - Job training and workforce development are vital in the BCN.
- g. NEIGHBORHOOD and JOBS** – Participants expressed the desire for small businesses and Black business ownership. They also noted they do not want to see more dollar, discount, and liquor stores in the BCN.

3. BCN Business Priorities that inform the Transformation Plan

The BCN Business Survey targeted businesses located in the BCN particularly those located on the DLH and JJ Parkways corridors to better understand the needs of the legacy business community and received 25 responses. The Northwest Business Alliance, a member-based organization representing local businesses within or serving the BCN, held an important leadership role in pulling together business owners, city and corporate partners, and Atlanta Housing. Invest Atlanta launched an in-person canvas of the business community and a series of public events that highlighted some of the most immediate needs of those operating in the BCN. Highlights of the Business Survey and Invest Atlanta Outreach include the following:

a. NEIGHBORHOOD - 14 businesses indicated their primary market was northwest Atlanta.

b. NEIGHBORHOOD - 22 participants stated that sub-par infrastructure and the lack of the necessities (i.e., a bank and grocery store) in the BCN were disadvantages.

c. MOBILITY - Most of the responses noted a need for improved streets and sidewalks.

d. NEIGHBORHOOD - When asked to provide additional input, some Business Survey participants raised concerns about recent land acquisitions and development in the BCN negatively impacting local business owners' ability to compete. It is hard for local businesses to grow or to hire BCN members when competing with outside developers willing and able to pay higher land prices.

e. NEIGHBORHOOD and JOBS - Invest Atlanta's canvas and engagements with the BCN business community revealed that basic business structure and function were significant challenges. For instance, many businesses operate without a license. They do not know how to manage record-keeping or market their services.

B. Summary of Community Engagement Results

Through the community engagement process with the various CN Community members the Guiding Principles emerged that created the framework around which the NTP was developed.

1. Connectivity: Increase the site's connection to the areas around it.

2. Equitable Housing: Prioritize long-term housing affordability and sustainability.

3. Environmental Conservation and Justice: Restore and preserve the neighborhood's greatest asset, its natural environment.

4. Memory of Place: Include and honor the history and the former residents' memory of place.

As will be evident in the later chapters, these Guiding Principles then informed the goals, objectives, strategies, and actions that will support the implementation plan to redevelop the former Bowen Homes site (CN Housing Plan) and surrounding neighborhood (the CN Neighborhood Plan), with programs and partners to offer the former Bowen residents and the community greater access to educational, health and employment opportunities (the CN People Plan).



SPOTLIGHT
MRS. OLA W. REYNOLDS, FORMER CHAIR OF NPU-G AND A BOWEN CHOICE NEIGHBORHOOD LEADER

Mrs. Ola W. Reynolds, a longtime resident of NPU-G, brings a broad perspective to the Bowen Choice Neighborhood conversation, having witnessed the area's transition over the past 58 years. She moved into Monroe Heights, just north of Bowen, in 1964 with her husband and children and resides in the same family home today. When another community member encouraged Mrs. Reynolds to become civically involved in 1995, she left the church choir to make time.

"I've been involved ever since because if you live in a community, you should want to know what's going on in your community." Her skillful notetaking caught the attention of other NPU-G leaders, and she was encouraged to serve as the organization's Secretary. Mrs. Reynolds went on to become Vice Chair and eventually Chair of NPU-G. She served in that role for 14 years and led the 2021 NPU-G Community Master Plan Update.

As a trusted community leader, activist, and advocate, Mrs. Reynolds has been hands-on with many plans, studies, and physical projects in the area. Continuing her civic engagement, she has been very involved in the Bowen Choice Neighborhood Planning Grant process as a member of the Steering Committee and the Doing While Planning group. Mrs. Reynolds believes improving connectivity to the now isolated Bowen site

should be a priority. She looks forward to the implementation of strategies and objectives in the Transformation Plan such as a quality grocery store.

Regarding the Bowen Choice Neighborhood Transformation Plan, Mrs. Reynolds said,

"I'M EXCITED ABOUT WHAT HAS TRANSPIRED THUS FAR AND LOOKING FORWARD TO THE LAND BEING RENOVATED... TO SEE THINGS...COMING INTO FRUITION...THAT IS EXCITING TO ME."





04 VISION

INTRODUCTION
GUIDING PRINCIPLES
REGENERATION
A VISION FOR THE BOWEN
CHOICE NEIGHBORHOOD
BOWEN CHOICE
NEIGHBORHOOD GOALS

THE VISION AND GOALS FOR THE BOWEN CHOICE NEIGHBORHOOD TRANSFORMATION

A. Introduction

Like so many communities, the BCN has experienced inadequate capital investment, environmental injustice, speculative and absentee ownership and loss of community institutions that often serve as the backbone of neighborhood stability. Even as the Bowen area has suffered, many in its community have remained a tight-knit, committed, and connected group.

Through the planning process, dozens of neighborhood and former Bowen Residents met consistently for several years to provide input to develop a master plan for the area. The BCN Community has spoken about what is important to them. This Transformation Plan lays that path and vision. Fortunately, the Bowen area’s greatest assets – its residents - have already begun to chart the way forward.

This prior resident-led comprehensive planning initiative steered institutional and local partners, government officials, and businesses, to forge a vision for the area built on a set of values or guiding principles. These principles help define future actions toward a more inclusive, intentional, and purpose-filled future for all its residents.

B. Guiding Principles

Guiding principles offer a set of common cross-cutting priorities as signposts on a roadmap to arrive at a common destination. During the master planning process for the group of neighborhoods within Neighborhood Planning Unit-G (NPU-G), residents, including several former Bowen Residents, agreed

on a set of guiding principles that drew on their lived experiences, incorporating lessons learned from past challenges, such as disconnection and instability. They leaned into the neighborhood’s most vital assets: its people and its plentiful natural space within NPU-G. To establish a way forward for the Bowen Choice Neighborhood, AH incorporated those guiding principles into this effort and added a fourth to honor the Former Bowen Residents and their connection to the area. These principles are as follows:

1. Connectivity: Increase the site’s connection to the areas around it.

Historical barriers were intentionally designed to eliminate direct access, particularly the Bowen Homes site from the Carey Park neighborhood. New development must intentionally create physical connections, through reconnected street networks, improved transit access, comfortable trails and sidewalks, and safer streets, with improved signalization and intersections. These new activities must create avenues to economic opportunity as well, connecting residents to quality jobs, services, educational and career opportunities, and expanding local entrepreneurs’ access to customer growth and investment.

2. Equitable Housing: Prioritize long-term housing affordability and sustainability through mixed income development

The Bowen site’s redevelopment includes housing, commercial and retail, civic, and other uses which prioritize affordability for residents and business owners. Beyond the cost of housing and business space, this includes access to affordable and quality goods, services, and food. Economic development strategies for attracting businesses should consider feasibility, gaps in the market, and current industries in the area. Workforce development and educational programming will also help ensure viability

and long-term resilience. Buildings that are resilient to climate change will provide safety and security and reduce the need for disruptive and costly physical upgrades later.

3. Environmental Conservation and Justice: Restore and preserve the neighborhood’s greatest asset, its natural environment.

Redevelopment should prioritize green infrastructure and preserving existing natural resources where feasible. This will require a two-step strategy of remediating and reclaiming brownfields and making green spaces accessible and inviting. Addressing brownfields and economic degradation will improve health and enable more appropriate economic growth. Tree preservation, environmental education, careful remediation of damaged areas, access to new greenways, and creative storm water management techniques will improve the environmental conditions and help build a sense of community.

4. Memory: Include and honor the history and the former residents’ memory of place.

Residents still remember the trees they sat under, the street corners where they gathered, and the places where important community happenings and celebrations occurred. Preserving site features, such as streets and trees, add a sustainability element while reflecting the former Bowen Homes’ sense of community. Public art, historical markers, and signage can celebrate the community and will pay tribute to historical events and people. The Memory of Place will be an evolving element as outreach continues to uncover different stories from former Bowen residents and community members.

C. Regeneration

These guiding principles – connectivity, equitable development, nature resilience, and memory – bring a human scale and purpose to this plan, which seeks to turn a place suffering from years of disinvestment into a connected, healthy, and vibrant community.



These values also resonate with a concept that inspires climate activists beyond simply protecting the environment but rebuilding a community network - the notion of regeneration that is a way of thinking about transformation and how the elements of the plan will work together holistically and synergistically.

Regeneration focuses on how “we use what has always been here to reimagine the future” ... by reconsidering and realigning the relationship between people, the economy, and the environment towards a vision of a more sustainable future. The Bowen Choice Neighborhood Transformation Plan seek to rebuild the community, by addressing multiple challenges at the same time, creating a much more significant and more sustainable impact overall.

The theme is well suited to a transformational reimagining of the Bowen Choice Neighborhood and the experiences of the people who lived there, people who live there before now and people who will live there in the future. This is because the plan strives to bring together many areas of life, such as economics, environmentalism, spirituality, and quality of life concepts in a cross-cutting idea of holistic renewal. Regeneration, in all its various forms, captures the spirit and intent of the transformation because it champions physical and social change by building on the past with an eye to the future and seeks to uplift each individual’s potential.

1. Regeneration at the Bowen Site

Former residents often recall their time at Bowen as joyous, friendly, energetic, and hopeful. As time passed and conditions worsened, many residents still remain hopeful to regain that sense of community. Today, although relocated from the site since 2009, the same hope motivates residents to stay connected, weighing in with their dreams for themselves and their children, many of whom were born after Bowen was demolished. They know that what once existed - children playing in parks nearby and neighbors greeting neighbors, being able to rely on local businesses for goods and services and having great jobs close by can come again, and they are committed to seeing that happen.

2. Regeneration as a vision for Bowen Choice

Regeneration is not simply replacing a locale in its current, depleted condition, but describes the means by which it can be transformed not just to what it once was, but what was envisioned originally.

Paul Hawken, the entrepreneur and climate activist considered the father of the Regeneration movement, says, “Regeneration weaves justice, climate, biodiversity, and human dignity into a seamless tapestry of action, policy, and transformation,” - in the way that Dr. King evoked the Beloved Community amidst the crises of racial and economic injustice.

This manifests in four transformative categories: that serve as Guiding Principles of Equitable Development, Enhanced Connectivity Environmental Stewardship and Memory of Place, as noted in Chapter three. These four categories are the foundation of every element of the physical framework for transformation.

D. A Vision for the Bowen Choice Neighborhood

A Vision for the Bowen Choice Neighborhood

The Bowen Choice Neighborhood is transformed from a neglected and environmentally stressed part of Atlanta into a place where natural, social and economic regeneration can occur through careful development and public investment.

The Choice Neighborhoods model focuses on transformational change. It centers around development priorities established by the CN Community to deliver housing that enables their highest potential, in proximity to the goods and services, expertise and opportunity in order to support and bring about that potential.

True transformation will occur in the Bowen Choice Neighborhood by integrating the goals and strategies within People, Housing and Neighborhood.

E. Bowen Choice Neighborhood Transformation Goals

The vision informs goal statements fixed on three core areas of focus: Former Bowen Residents, affordable housing development and neighborhood transformation. The goals here seek to connect resident hopes and aspirations to stakeholder resources and expertise, with a shared intention – better outcomes for all.

1. PEOPLE

Provide access to information, programs and services that support improved health, education, and economic outcomes and empowerment for residents.

Atlanta Housing has a long history of assisting its residents towards self-sufficiency and stability and will leverage its strongest partnerships and networks, knowledge, and expertise in human development services. AH will support the highest aspirations of all former Bowen residents in the areas of health, education, income and employment.

2. NEIGHBORHOOD

Transform the Bowen Choice Neighborhood into a hallmark of equitable residential and urban development, turning patterns of abandonment and neglect into opportunity.

A long history of disinvestment has disconnected the upper west side of Atlanta from the economic growth that surrounds it. AH will collaborate with existing and new partners whose visions and missions align with the broader vision. We will work together to rebuild the area’s infrastructure as the foundation for future growth. It will entice new housing to its neighborhoods, and jobs and economic opportunity back to its main streets. In addition to physical change, programs and opportunities to improve the health, education and economic outcomes and empowerment for CN residents.

3. HOUSING

Build innovative and sustainable mixed-income housing on the Bowen site that is connected, resilient and responsive to the needs of the former Bowen Residents who chose to return, new residents who choose to live at the revitalized site, and the greater Choice Neighborhood community.

In the face of increasingly competitive resources, AH will use its housing expertise to create affordable and sustainable housing. We will bring together a wide variety of stakeholders, resources, and capabilities to bring about a vibrant community of types and tenures that is thoroughly connected to and embraced by the surrounding neighborhoods. It will act as a catalyst to encourage new investment.

F. Summary

Throughout the pandemic, a time that brought great turmoil, loss, and disconnection, healthcare providers often emphasized maintaining connections, practicing resilience, partaking in nature, and sustaining

memory as healing practices. The CN Community identified these same guiding principles seeking healing and regrowth for their community as part of the vision for transformation. The Bowen NTP envisions a community healed and surpassing what might have been its initial limitations toward achieving a more just, sustainable, and equitable place through the theme of regeneration.

Informed by the Guiding Principles and organized by the goals, the Bowen Neighborhood Transformation Plan will be driven by defining strategies and objectives that become implementable actions that will work synergistically to achieve transformation over time. It will happen on a timeline with partners through identified funding sources.

The following chapters provide the plan for implementation for each of the key components of the plan: people, neighborhood and housing – and provides the blueprint for transformation over time.

Today the neighborhood is located in one of the areas least affected by metro Atlanta’s incredible growth over the past several years, which did not slow down even through the pandemic. Despite the need for economic development and population, the current pace of growth has put greater pressure on creating more affordable housing and building more inclusive communities. The Covid-19 pandemic has encouraged more thoughtful designs to develop healthy living communities. Through this plan and this process, there is not only the ability to provide more affordable housing, but also to restore the upper west side into a sustainable, diverse, and healthy community, on par with any other area in Atlanta. It requires a vision that is mindful of its past challenges, inclusive of its incredible strengths, and optimistic about its future.



05 PEOPLE

CONTEXT
VISION
PEOPLE GOAL
PEOPLE OBJECTIVES AND
STRATEGIES

PEOPLE

“Regeneration creates, builds, and heals. It includes how we live and what we do... when we come together.”

- [Regeneration.org/the-book](https://regeneration.org/the-book)

BOWEN CHOICE - PEOPLE GOAL:

Provide access to information, programs, and services that support improved health, education, and economic outcomes for former Bowen Residents.

A. Context

The early and ongoing impacts of the COVID-19 pandemic are far-reaching and lasting. The loss of family, neighbors, and friends was devastating. It dramatically changed personal relations, socialization, and mental and physical wellness. Also, economic, health and education systems have forever changed how humanity lives, works, and interacts.

2020 also saw escalating racial and political tensions across the country. Those tensions included Black Lives Matter protests, the US Capitol protest, and insurrection. Several high-profile, racially motivated murders, assaults, police brutality incidents, and lawsuits triggered civil unrest. That unleashed a global response and call for reform, adding to the effects of an ongoing pandemic.

These shocking and sad events revealed the need for healing and a change in our social, political, economic, and justice norms and systems. They also catalyzed hope and a call to

action. The response is the collective work of people, government, and business. Instituting decisions, policies, and laws to create a more inclusive, just, and equitable society where people from all walks of life can live and thrive now and into the future.

Studies have confirmed low income families were disproportionately impacted by the pandemic. From 2019 to 2020, the median income of lower-income households decreased by 3.0% and the median income of middle-income households fell by 2.1%. In contrast, the median income of upper-income households in 2020 was about the same as it was in 2019, according to a new Pew Research Center analysis of government data. The lack of job security impacted access to health care, which reduced health outcomes, increased the likelihood of evictions and foreclosures, food insecurity and increased reliance on debt for day-to-day expenses. The stress of isolation and physical immobility made coping with these realities even more difficult. This has increased focus on mental health, stability and security in strategies to assist low income families over the next several years. Notably, “Human Rights Watch found that low-income households are at a particular disadvantage in recovery, because many experience multiple stress factors (“stressors”), such as housing insecurity. Sixty percent of households making less than \$35,000 a year face at least two stressors simultaneously, compared to less than 20 percent of households making more than \$150,000. These compounding stressors can push families and individuals deeper into poverty and represent a risk to people’s rights.” [source?]

More urgently than ever, Atlanta Housing, its partners, and the community are working to create an environment that supports former Bowen Residents in what is important to them. That includes building on residents’ assets and ambitions, providing residents with resources and assistance to help them heal and be healthy, and supporting residents in keeping pace with how the world evolves.

1. Target Population

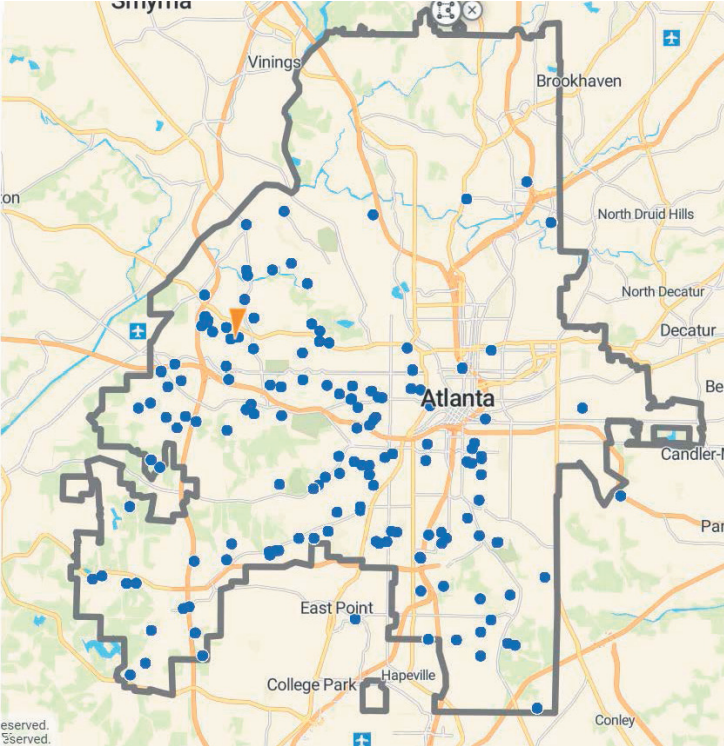
The priority population for the PEOPLE component of the Bowen Transformation Plan is the former Bowen Residents (“FBRs”). While residents living in the Choice Neighborhood will have access to offerings by AH partnering providers, the priority population for the PEOPLE component of the Transformation Plan is the former Bowen Residents.

- Former Bowen Resident (Target Population): For the purposes of the Choice Neighborhood program, the Bowen Choice Neighborhood “Target Population” are the Bowen lease-holding heads of households relocated from Bowen Homes in 2007-2008 before the site’s demolition in 2009. As of December 1, 2021, 178 AH-assisted households (459 residents) lived in widely dispersed zip codes in the City of Atlanta (see map). However, Atlanta Housing recognizes and appreciates that other residents who lived in Bowen at different times have held interest in its redevelopment strategy.
- Demographics: The table below includes demographic detail for the current Target Population based on data collected by Atlanta Housing (“AMI” refers to Area Median Income):

Households (178 Total)		Residents % of Total (459 Total)
Former households by Income		
Extreme Low (< 30% AMI)	123	69%
Very Low (30 – 60% AMI)	49	28%
Low (60 – 80% AMI)	6	3%
Subtotal	178	100%
Female Head of Households	90	51%
Former Bowen Residents by Age		
Under 18	175	38%
Age: 18 – 24	64	14%
Age: 25 – 54	136	30%
Age: 55 – 64	41	9%
Age: 65+	43	9%
Total	459	100%

Average Household Size: 2.7
Median Household Income: \$15,584
Average Household income: \$23,577 (excludes exempt households)

An illustrative map indicates the distribution of residents in neighborhoods across Atlanta. Most former Bowen resident households (marked by the blue dots on the map) live in the northwest and southwest Atlanta neighborhoods. The former Bowen site is pinpointed in orange.



It also indicates the need to tailor service coordination individually and in a neighborhood-based approach. AH has gained support from existing high-quality partners and will pursue other service provider partners whose work aligns with the needs and interests of the FBRs. The service providers will be close to where the FBRs are now. Their offerings will also be accessible to residents in the BCN.

AH renovated the historic Roosevelt Hall in 2022 as part of the University Choice Neighborhood Program. Its central location (shown on the map as a yellow star) is convenient to where many former Bowen resident households live. It is accessible by two MARTA bus routes and a rail line approximately five miles away. Roosevelt Hall will be a hub on Atlanta’s Westside, providing access to meetings, training offerings, events,

and educational opportunities that benefit AH-assisted households and community residents. The building will be an entry point for FBRs and those staying in the surrounding neighborhoods during the redevelopment of the Bowen site.

The current University Choice Neighborhood Supportive Services Team will coordinate the Bowen supportive services. They have experience connecting formerly relocated AH households to supportive services in coordination with strategic partners and community-based organizations. The team will work from Roosevelt Hall.

2. Former Bowen Resident Feedback

The planning and engagement team deployed several tools to collect data and assess the desires and needs of former Bowen Residents, including:

- The Former Bowen Resident Needs Assessment collected input in 2021 from the 178 former Bowen resident households and sought feedback on health, education, and workforce needs and interests.
- The Bowen Choice Neighborhood Community Needs Assessment was launched in September 2021, and sought to collect input from each of the 504 households relocated by the Bowen demolition and the study area stakeholders in Almond Park and Carey Park and sought higher-level feedback.
- The Open House Survey offered in March, 2022 to the 504 households relocated at the Bowen demolition, and included the study area stakeholders in Almond Park and Carey Park. It sought feedback on designs and concepts at the Bowen site.
- A Parks, Plazas, and Public Art Mini Survey for former Bowen Residents explicitly focused on green space usage and memory of place at the former Bowen site in June, 2022.

• A Housing Mini Survey for former Bowen Residents explicitly focused on housing and some community resources at the former Bowen site in July, 2022.

AH used the Former Bowen Resident Needs Assessment to collect the input of the 178 former Bowen resident AH-assisted households from December 2021 to January 2022. At the time of this writing, the households surveyed are AH-assisted and eligible to return to the redeveloped Bowen site.

Questions in the Former Bowen Resident Needs Assessment allowed the planning and implementation team to understand what is essential to current AH-assisted former Bowen Residents. That input helps the Transformation Plan to reflect the desires of the 178 AH-assisted households and informs the implementation process to support the specific priorities and needs of the former Bowen Residents.

The Former Bowen Resident Needs Assessment asked eighteen questions on four topics: neighborhood resources and services, income and employment, education and early childhood development, and health and wellness. The assessment was administered through one-on-one phone surveys with AH Outreach Specialists to ensure an understanding of the survey questions and the proper completion. The method helped; 148 assessments were completed, equating to an 83% completion rate.

The Former Bowen Resident Needs Assessment results highlighted areas of interest or needs in health, workforce development, and education. Based on these findings, the Bowen Transformation Plan proposes supporting residents in areas of need, passion, purpose, and progress. Some of the initiatives outlined incorporate learnings, practical engagement activities, and promising practices from the University Choice Neighborhood program.

The top services or assistance that a member of the household needed were health/ medical services (64%), fitness and recreation facilities (60%), food pantry or emergency food

The top services or assistance that a member of the household needed were health/ medical services (64%), fitness and recreation facilities (60%), food pantry or emergency food assistance (59%), transportation assistance (49%), senior services and programming (48%), and financial literacy (48%).

a. Education

Approximately 38% (175) of the Bowen population is comprised of youth under the age of 18. Further breakdowns by age are as follows:

- Total number of children 0-4 13
- Total number of children 5-11 54
- Total number of children 12-14 46
- Total number of children 15-17 62

Of the 13 children 4 or under approximately 66% attend a formal early learning program either at a childcare center or Early Head Start program. There are 162 school-age youth of which 145 or 72% attend schools within the Atlanta Public School system. 2019 Georgia Milestone (statewide education assessment) reveals the following percent of FBR students at or above grade level in English/Language Arts and Math:

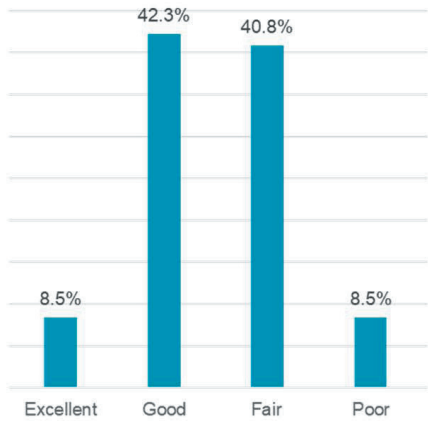
School Type	English/ Lang Arts	Math
Elementary	19%	14%
Middle	9%	8%
High	20%	38%

b. Health and well-being

The survey of former Bowen Residents indicated that 60% had access to a primary care physician for their routine health care; 16% indicated “other” sources, and 14% said a hospital emergency room.

When asked, 97% of residents agreed that mental health services are important for community members, including counselling and support for stress, depression, and problems with emotions.

How would you rate your health?



Most common chronic health conditions:
High Blood Pressure
Diabetes
Asthma

84% of respondents indicated that they have access to insurance, most notably from Grady Health Systems or Medicaid. Fifty percent of all seniors however, did not have health insurance.

Based on these findings, the Bowen Transformation Plan proposes to support residents in areas of need and passion, purpose, and progress. Some of the initiatives outlined incorporate learnings, practical engagement activities, and promising practices from the University Choice Neighborhood program based on a 2015 Choice Neighborhoods Implementation Grant awarded to AH and the City of Atlanta.

c. Employment and workforce development

Of every adult member of each former Resident household, 45% were fully employed (35+ hours per week), retired and not working (20%), unemployed and unable to work (18%), part-time employed (14%), unemployed and not looking for work (10%) or looking (7%), and attending school or vocational training (6%). Challenges cite for those struggling to find, keep or build capacity at work include disability (35%), medical or health retrictions (31%), lack of professional training or skills (13%), and nothing (8%). Lack of experience or language barriers accounted for 9% of the remaining respondents.

d. Digital Access

A technology survey was conducted to learn more about access to computing devices and internet/on-line resources. Of the 178 household heads surveyed: 26 households don't have connectivity; 23 households don't have devices; and 27 households don't have e-mail accounts. Most used cell phones to access the internet, and the primary reasons residents don't have high-speed internet is because they can't afford it.

B. Vision

Former Bowen Residents, wherever they choose to live, are resilient, healthy, and thriving households with access to resources that allow them to experience their fullest lives.

PEOPLE GOAL:

Provide access to information, programs, and services that support improved health, education, and economic outcomes for residents.

C. PEOPLE OBJECTIVES AND STRATEGIES

OBJECTIVE 1: Build capacity and increase access to high-quality education services and supports.

Since the pandemic, access and utilization of connected technology have moved from a “nice to have” to a “Must Have” as part of the new normal of our daily lives and our ability to work and access programs and services. Working from home has become a standard practice in many businesses, and government settings rely heavily on technology and connectivity to work, meet, and transact business. School-age youth have had to pivot between in-person and virtual learning based on the state of the pandemic and parental preference, and many products and services are increasingly in a digital format. As a priority measure, and based on the findings from the resident Digital Access survey, AH and partners will work to ensure all former Bowen Residents have devices and connectivity, other than cell phones, to access services and resources.

SPOTLIGHT

ACCESS PROGRAM

In 2021, AH launched its ACCESS program (Achieving Connectivity to Create Equity and Self-Sufficiency) as an Information Technology (IT) pilot initiative as a baseline strategy to ensure former Bowen residents have devices with connectivity to facilitate accessing services, programs, and resources. The ACCESS program has a three-pronged approach to service delivery: Provision of devices, Wi-Fi connectivity free access to wifi, arranged at no cost by a local internet service provider, and Training/workforce development.

Devices: Provide devices as residents participate in the ACCESS Program training and workforce development offerings or identified needs.

Training: Ranges from basic computing skills to a more robust cohort program, including IT certifications and, ultimately, workforce placement. Designed to service children, the elderly, and everyone in between, training components include, but are not limited to the following:

- Summer camps for coding (youth)
- Tech career seminars (teens)
- Basic computing skills (for all ages)
- IT workforce development (adults)

Workforce Development: The Digital Leadership Academy (DLA) will offer residents an opportunity for IT skilling, upskilling, re-skilling, and attending courses for specific IT certifications. TechBridge (a nonprofit IT training provider) has been a key partner working with AH to launch the DLA, and AH is working on expanding to include other IT training providers.

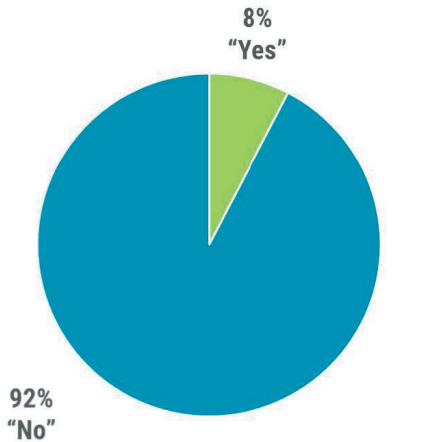
Upon completing the studies, residents will receive assistance with job placement. It will allow residents to pursue new career paths to earn a livable wage. In addition to technical skills, residents will receive wrap-around support for professional development, financial literacy, etc.

- Using a partnership model, focus on workforce development training and placement to service work-able former Bowen households and Carey Park and Almond Park residents.
- Connections to workforce preparedness resources will be essential, particularly for addressing literacy, transportation, childcare, and reentry concerns.
- Provide on-site economic and commercial resources and workforce opportunities for former Bowen residents.

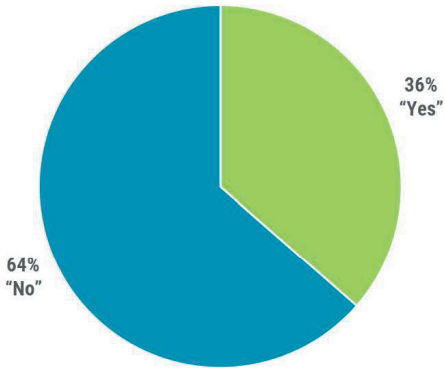
Under the umbrella of the ACCESS program but specific to the Bowen Transformation Plan, AH has established the Computer Device Connectivity and Training Program, which provides up to 30 devices loaded with Zoom, Microsoft Suite, and the Bang the Table engagement platform. Devices will go to former Bowen families and seniors identified during the Former Bowen Resident Needs Assessment as not having devices and connectivity but wanting to participate in the Choice Neighborhood planning process. The Technology Association of Georgia Education Collaborative (TAG-ED) has also committed to supporting residents with technology via connections to training, employment, or mentoring opportunities and invitations to events geared toward sparking interest in technology.

Strategy 1.1: Provide tools and services to improve grade-level early learning education achievement.

Do you have any children ages 0 – 5 currently living in your household?



Do you have any school-aged children (K-12) currently living in your household?



In the Bowen Resident Needs Assessment, 8% of households have children under the age of five, while 64% have school-aged children (K-12) living in their households. Over one-third, (38%) of the school-age former Bowen Residents are youth under 18, and just 13 FBR youth are under five. Over 78% of respondents ranked access to education and schools in the Bowen Neighborhood was very important. 86% percent of residents agreed that childcare on site was important or very important.

ACTIONS: AH will provide connections to early-learning programs, tuition assistance, and assistance to support parents at home with their children.

- Assist residents with connecting to low-cost and subsidized early-learning providers
- Administer Santa For A Day Literacy Program for AH-assisted youth aged 5-12.
- Administer Atlanta BOOK RICH Environments Program to AH-assisted youth ages 0-18
- Connect parents and their children to traditional and non-traditional formal early learning opportunities to include on-line resources
- Identify and connect families to developmental screening resources and early intervention services if delays are identified

Access to robust early education will be key to encouraging academic success. AH will work to connect parents and their children to both traditional and non-traditional formal early learning opportunities in the areas where they live. While AH will work with existing and newly identified providers that serve preschoolers, two key partners are early-childhood development resources: Quality Care for Children (QCC) and the United Way of Greater Atlanta. AH will also seek advice from QCC and United Way on early learning centers identified in the Choice Neighborhood as needing assistance or opportunities for creating centers or Learning Spaces in and around the Bowen site.

SPOTLIGHT

KEY PARTNERS IN EARLY-CHILDHOOD DEVELOPMENT

- 1. Quality Care for Children (QCC)**, a nationally recognized leader in early education, equips families and childcare providers with the knowledge and resources to nurture infants and young children. They have assisted AH in making connections through referral assistance to early learning providers and childcare tuition assistance. They also provide training and technical assistance to help providers become Quality Rated (Georgia's Quality Rating Improvement System for early childhood development) and business support to new and existing providers to help build the capacity and provision of services.
- 2. United Way of Greater Atlanta's 'Strong Learners'** regional investment priority to improve educational outcomes for children includes their Learning Spaces strategy, an early learning approach they are implementing in neighborhoods across the city. Learning Spaces provides high-quality formal early education experiences for children ages 0-5 and their caregivers in engaging, non-traditional spaces like libraries, focusing on preparing children to read on grade level by grade three. The sessions incorporate music, movement, and storytime, and caregivers receive coaching and resources to encourage reading by both caregivers and children.

Strategy 1.2: Provide elementary, middle and high school students with resources that make graduation attainable.

ACTIONS: Support school-age youth academically, using a family choice-based model focused on meeting the needs of individual former Bowen resident students.

- With partners, connect students to personal tutors as needed
- Track student performance and coordinate solutions with an education case manager, and serve as support to parents
- Provide individualized behavioral services to parents and youth to help address learning barriers
- Execute AH's Education Support Partnership (ESP) with APS schools.

To support school-age youth academically and drive toward 100% graduation rates and college and career pursuits, AH and partners developed an engagement and education strategy in 2019 as part of the University Choice Neighborhood program. This model was also shared and supported by Bowen households during the Bowen planning and engagement process. This three-pronged approach has been recognized as a promising practice by HUD and involves AH, United Way, and Atlanta Public Schools in providing a family-based model focused on meeting the needs of individual students based on family choice. The role of each partner in the family choice-based model is as follows:

- Atlanta Housing, provided by a CN Senior Case Manager: An education-focused senior case manager is the first line of communication with the family. The case manager identifies a family’s educational programming and supportive service needs so that students can effectively engage in learning. The case manager:
 - Connects families to relevant programming, works to ensure students stay engaged, and obtains parent authorization to collect grades and track students’ progress in coordination with the APS liaison,
 - Facilitates wrap-around support for medical, mental, and behavioral health services, and
 - Facilitates food distribution resources, emergency assistance, workforce training, and job placement opportunities for families.
- Atlanta Public School (APS) Liaison: The APS liaison serves as the primary connection to the school staff, APS resources, and APS student data. The liaison:
 - Communicates with students’ teachers to identify existing APS out-of-school-time programming and other resources.
 - Regularly shares student-level data with the senior case manager (based on signed parent authorizations) so that

discussions about progress, concerns, and next steps occur in real-time.

- United Way: using a contracted entity (currently Curry Davis Consulting), United Way manages the education program and partner coordination:
 - o Identifies and connects students to tutors and summer and mentoring providers and assesses student progress
 - o Evaluates continued or other resource needs; and,
 - o Convenes an education collaborative of service providers who serve families with children to share resources, promising practices, and to conduct training.

The collaborative model helps to build trusting relations with parents and students and proved effective, even during the COVID-19 pandemic, when student-parent interactions pivoted from in-person to virtual with the case manager and providers. For example, participating UCN students have improved school attendance and behavior, and during 2021 there was a 187% rate of increase from pre to post-test on standards covered during tutoring. The steps in the model appear below.

AH will coordinate with APS and use students’ Georgia Milestone assessment results (statewide education assessments suspended during the pandemic) to assess progress in English, language arts, and math as part of the ongoing tracking of student academic progress.

Strategy 1.3: Support students with college and career readiness.

- AH will provide career development, paid training programs and internships, and access to scholarship programs.
- With partners, encourage applications to scholarship funds like Achieve Atlanta
- With partners, organize tours to college campuses
- With partners, host college fairs, mock tests, and other programs to encourage applications

Former Bowen Residents can access various opportunities supporting college and career pursuits through existing partners, including the Boys & Girls Club of Metro Atlanta, Georgia Tech’s Center for Education Integrating Science, Mathematics, and Computing (CEISMC) program, TechBridge, and the Technology Association of Georgia (TAG). New partnerships will provide other opportunities geared to prepare and stimulate interest in college pursuits and career paths with high growth potential and include the following:

- After-school, weekend, and summer STEAM (Science, Technology, Engineer, Arts, and Math) offerings
- Career exposure and immersion experiences and connections to industry professionals
- Digital literacy for residents with no to low digital skills
- Advanced technology career training options that provide certifications and related jobs
- Youth apprenticeship and summer job opportunities
- Money, banking, and personal finance programs
- AH scholarship program

OBJECTIVE 2: Increase former Bowen residents’ access to information and services that support health and well-being.

Good health care access is central to so many sides of our daily functioning and welfare as individuals, as part of a family unit, and as a community. Factors include having a doctor we regularly see that we know and trust to having health insurance options that provide peace of mind when accessing care and minimize out-of-pocket expenses. Having access to providers and programs that help us make healthy lifestyle choices, address how we cope and deal with life’s pressures, and manage the most challenging health issues – health access and care – is essential. However, left unchecked, the lack of having and using health resources has an increasingly eroding effect on the quality of life, starting with the individual, family, and ultimately the community.

Increasing former Bowen residents’ access to programs and initiatives that support good physical and mental health is critical, as health programming was the highest-ranking request in the Former Bowen Resident Needs Assessment.



Strategy 2.1: Establish a physical and virtual hub of information and resources for Former Bowen Residents at a central location, to increase access to medical care.

Based on the Former Bowen Resident Needs Assessment results, Health and Medical Services are the most immediate need of former Bowen resident households.

- While 60% of former Bowen residents said they have a Primary Care Doctor, and 84% have health insurance of some type,
- 40% said they visit a hospital or hospital ER, urgent care center, or health department for routine care.
- Or they are not receiving any healthcare.



SPOTLIGHT

DR. REZENIA GRANT-WILSON AND FREDA GRANT NORAH

The family of Rocky Ford Grant, Sr., and Mildred Grant were among the first to move to the former Bowen Homes in 1964. Their family of ten lived in a five-bedroom apartment, #182, at 1135 Wilkes Circle. The eight Grant children – Nathaniel, Patricia Anne Brenda Carole Rocky Ford, Jr., Freda, Anthony, Rezenia, and Sharon – bunked together in four bedrooms.

The sisters remember how much fun it was to grow up in Bowen. “In those days, we played marbles and horseshoes,” with each building as having what amounted to “a private playground in the back (of the apartment building).” They recounted long days in the community and on Wilkes Circle playing with other Bowen children, “But we had to get home before what? The streetlights came on! That’s right; we had to be front and center (of the building just before dark!)”

Freda and Rezenia mentioned their father’s garden in the backyard. Rocky Ford Grant, Sr., grew up in rural South Carolina. In the green space behind their apartment, “he planted tomatoes, okra, cabbage, and sweet potatoes.” They remember “the (community) shelter, the house parties we had, and the big open space where we would play kickball and baseball.” Their mother, Mrs. Mildred Grant passed away on October 29, 2022, shortly after her 91st birthday. Mrs. Grant was much more than the family matriarch. She was also the longest-living resident of the former Bowen Homes community, from the opening in 1964 through the demolition in 2009. The Atlanta City Council presented the Grant Family with a proclamation recognizing her contributions to the former Bowen Homes community on November 4th, 2022. This plan is dedicated to her legacy.

ACTIONS:

- AH will identify and connect residents to free and reduced-cost health and wellness options near their residences.
- Include connections to recreational programming to revitalize the body, mind, and spirit, such as walking clubs, fitness classes at community recreation or senior centers, art, community garden programs, and book clubs.
- It also includes using technology to aid residents in connecting to telehealth and other virtual supports.
- Use the Roosevelt Hall community gathering hub on the Westside to launch various programs and activities. AH will share community resources that Bowen households can access as one approach to increasing knowledge and participation.
- Identify resources required for unmet medical needs
- With partners, create and keep options for access to affordable healthcare

Strategy 2.2: Build health ambassadors to facilitate healthy households and communities.

In the Former Bowen Resident Needs Assessment, 60% of participants said access to fitness classes and recreation facilities, i.e., gyms, recreation centers, and outdoor equipment in parks, were pressing and immediate needs.

ACTIONS:

- Partner with Lifestyle Medicine Education, a program hosted by the Morehouse School of Medicine, to teach healthy living concepts such as healthy eating, physical activity, stress management, relationships, sleep, and tobacco cessation (i.e., six pillars of lifestyle medicine), which are foundational to health and wellness;
- Establish new community facilities on the redeveloped Bowen site; offer programs and services to promote healthy lifestyles, create jobs, and ensure families access essential resources such as food.

AH will engage residents in training, education, and employment opportunities (the role may also provide a stipend or wage post-training) to increase health knowledge and promote health and well-being within the family unit and the community.

Per the Centers for Disease Control & Prevention (the “CDC”), a community health worker (“CHW”) is a frontline public health worker who is a trusted community member or has a thorough understanding of the community served. AH will offer Community Health Worker Training so former Bowen Residents can increase their health knowledge and advocate good health for the household.

Strategy 2.3: Improve connections to non-emergency room medical care, and insurance options, and chronic care management especially for seniors.

In the Former Bowen Resident survey, 50% of seniors did not have health insurance of any kind, compared to 85% of respondents overall, and 96% of all children.

ACTIONS:

To improve medical care and insurance options for seniors, based on the program approach and lessons learned in the University Choice Neighborhood, AH will work with health institutions like Morehouse School of Medicine, Families First, and others.

Using the University Choice Neighborhood program approach and lessons learned, AH will work with health institutions such as Morehouse School of Medicine, Grady Health Systems, and Families First, and others, to improve medical care and insurance options. AH will coordinate resident connections to a medical home, affordable healthcare, and mental health options via trained health professionals and clinicians, including references to in-person and telehealth services, behavioral and emotional health assistance, and building individual resiliency during difficult situations or life events.

- Install health providers on the Bowen site, including physical, behavioral, and other specialists to help improve insurance coverage
- Provide access to health navigators to help improve insurance coverage
- Regularly conduct onsite health education training and workshops
- Expand transportation options for access to nearby affordable healthcare providers

For additional information on health initiatives and partners, see the Appendix. [Page TBD]

OBJECTIVE 3: Increase access to education, training, and workforce development programs that support a path to earning a livable wage for former Bowen residents.

Based on the results of the Former Bowen Resident Needs Assessment for the FBRs and members of their households who said that they have trouble finding, keeping, or building their expertise at work, this is primarily due to a lack of professional training and skills. These former Bowen residents desire immediate job and career assistance through career counseling, training, and apprenticeships.

Atlanta is experiencing a boom in new and growing industries, from large tech companies like Apple, Microsoft, and Google, to large warehouse and service operations handling delivered goods and services. Because there are more people moving to Atlanta, and driving the building boom, there is greater demand for high-quality healthcare professionals and skilled laborers in the construction trades. The growth of post-pandemic shipping and logistics trades are also in demand, with companies like UPS, which is headquartered in Atlanta

The Bowen Transformation Plan focuses on helping non-head-of-household adult members who wish to complete their education, pursue a career, move out, and become independent. AH collaborates with a host of workforce partners, including the Urban League of Greater Atlanta, Goodwill of North Georgia, Grove Park Foundation, and Westside Works. These institutions have set up effective programs and relations with major employers to help residents with new employment, upskilling, career advancement, and entrepreneurship to obtain a livable wage.

Often, workforce training programs come with specific criteria or requirements before a resident can take part. These include minimum education levels such as high

school diploma/GED or minimum TABE testing (Test of Adult Basic Education) scores, which sometimes present barriers to participation. AH will work with existing and new partners to connect residents to pre-workforce training development offerings using the technology center and community space at Roosevelt Hall, other neighborhood-based sites (including areas in the BCN), and virtual offerings.

With the pandemic, access and use of connected technology have moved from a “nice to have” to a “must have” as part of the new normal of our daily lives and our ability to work and access programs and services:

- Working from home has become a standard practice in many businesses
- Government settings rely heavily on technology and connectivity to work, meet, and conduct business
- School-age youth switch between in-person and virtual learning based on the state of the pandemic and parental preference, and many products and services are increasingly in a digital format.

Specific to the Bowen Transformation Plan, AH will set up the Computer Device Connectivity and Training Program. In the summer of 2022, AH provided up to 30 devices loaded with Zoom, Microsoft Suite, and the Bang the Table engagement platform. Devices went to former Bowen families and seniors found in the FBR Needs Assessment. They lack the tech or Wi-Fi access and want to take part in the Bowen Choice Neighborhood planning process. The Technology Association of Georgia Education Collaborative (TAG-ED) has also committed to supporting residents with technology via connections to training, employment, or mentoring opportunities and invitations to events geared toward sparking interest in technology.



Strategy 3.1: Provide access and opportunities to address pre-workforce development needs.

Workforce training programs often have specific criteria or requirements for participation, such as minimum education levels, a high school diploma, GED, or minimum TABE (Test of Adult Basic Education) testing scores. These sometimes present barriers to participation.

ACTIONS:

- AH will work with existing and new partners to connect residents to pre-workforce training, i.e., GED assistance and help with passing pre-training testing.
- Workforce preparation will be offered using the technology center and community space at Roosevelt Hall, and other neighborhood-based sites (including areas in the BCN), and virtual offerings.

Strategy 3.2: Provide resources for training and technical assistance supporting successful program participation.

Organizations provide resources such as the Workforce Innovation and Opportunity Act (WIOA), SNAP Employment and Training programs, the Georgia Technical College System, and various foundation-funded programs.

ACTIONS:

- Connect former residents to financial aid for career training, certifications, transportation, and childcare assistance, including connections to free and reduced-cost resources that support residents participating in training, technical skills building, or certification programs.
- With its partners, seek an alliance with the Atlanta Federal Reserve Bank to implement their Benefits CLIFF (Career Ladder Identifier and Financial Forecaster) Dashboard tool to help people manage potential gaps in their income as they shift to full employment.

Strategy 3.3: Make connections to job placements, employers, and local businesses.

ACTIONS:

- Reach out to employers, identify job and workforce training opportunities with employers for FBRs;
- Partner with job training programs in Atlanta aligned with high-demand job trades, such as construction and IT.

This initiative will connect former Bowen residents to high-demand jobs and career paths with solid growth potential and help with starting or growing a small business. Many training offerings by workforce partners, who also provide job placement services, connections to apprenticeship, and mentorship opportunities working with employment partners and agencies, are:

Goodwill of North Georgia

- Forklift Operator Certification
- GoodBIZ! Entrepreneurship Program
- Highway Construction Certification
- Maintenance Technician Certification
- Medical Billing and Coding Certification
- Supply Chain Operation Management Certification
- Technology Careers Program, Database Administrator, and CyberSecurity Certifications
- Welding Certification
- Special services for persons with justice involvement, veterans, recipients of public benefits (SNAP, TANF), and persons with disabilities

Westside Works Powered by CareerRise

- Advanced Manufacturing
- Information Technology
- Transportation, Distribution, and Logistics
- Healthcare
- Skilled Trades

Urban League of Greater Atlanta

- Pathways to Empowerment (help with earning a GED, post-secondary credentials, career readiness, occupational training, credit counseling and money management, and career exploration)
- New Beginnings: Adult Reentry and Transitional Services
- TechHire

Strategy 3.4: Support former Bowen residents adult and youth entrepreneurship.

Based on participation in the 2021 pilot Entrepreneurial Program by former Bowen residents, indications are that former Bowen residents need assistance formalizing and growing their small businesses.

ACTIONS:

- Continue the Resident Entrepreneurial Program as part of the future capacity-building programming at Roosevelt Hall for (adult) former Bowen residents and youth.

**SPOTLIGHT
AH'S
ENTREPRENEURSHIP
PROGRAM FOR BOWEN
RESIDENTS**

As part of the capacity-building focus for FBRs, AH's Supplier Diversity and Inclusion team launched a Resident Entrepreneurial Program in 2022 as part of the Bowen Transformation Plan focused on former Bowen residents. The program was a six-week series of online instructor-led courses that offer aspiring entrepreneurs an overview of launching and growing a successful business. Nine former Bowen Residents completed the first class of the Resident Entrepreneurial Program.

The course curriculum presents information in three phases:

Phase I – Business Basics

- How to Write Vision and Mission Statements
- How to Develop a Strategic Plan for Business Development
- The General Duties of Employers to Employees: Employee Responsibilities and

Compensation

- Professional Etiquette
- Social Media Marketing 101
- Elevator Pitch and Capability Workshops

Phase II – Business Blocks

- How to Network and Win Business with Prime Contractors
- Surety Bonding vs. Common Forms of Insurance and Financial Literacy

Phase III – Business Growth

- Ongoing Support and Business Counseling

The program design provided residents with the resources and network needed to unleash their enterprising spirit. The ultimate goal was to prepare them to be fully operational as a Section 3 resident-owned business listed in the AH-HUD portal. Upon successful completion of the program, residents were provided with laptops, software and Wi-Fi access. They were offered the chance to continue their training. To qualify, participants will be AH Assisted, attend all classes, and have a business code required to receive the microgrant.





Community
Resource
Center

Memorial Park / Plaza

06 NEIGHBORHOOD

- CONTEXT
- NEIGHBORHOOD VISION
- NEIGHBORHOOD GOAL
- NEIGHBORHOOD OBJECTIVES
AND STRATEGIES

St. Peters Street

NEIGHBORHOOD

“Communities are about people, families, schools, grocery stores, restaurants, churches, etc. All the amenities.”

- Mayor Andre Dickens, May 12, 2022, “Housing Our Region,” from WABE and the Community Foundation for Greater Atlanta.

As described in Chapter 2, the Bowen Choice Neighborhood (“BCN”) area encompasses approximately 500 acres and consists of the Brookwood Heights neighborhood on the east which includes the vacant Bowen Homes site; Carey Park and a portion of Almond Park to the West.

While the redevelopment of the 74-acre Bowen site will transform the BCN, it is critical that this transformation occur intentionally in the neighborhood based on the four Guiding Principles outlined previously: connectivity, equitable development, environmental stewardship, and memory of place. The vision, strategies and objectives outlined in this section provide the blueprint for an amenity-rich neighborhood that is diverse and accessible to all in terms of housing, goods, services and jobs.

A. CONTEXT

This section will describe those physical, historic, social and cultural qualities unique in the character of a particular location, with assets and liabilities that are the foundation of the Neighborhood strategies and objectives.

As noted in Chapter 2, the BCN abounds in natural resources and is well located within easy access to downtown Atlanta, major academic and employment centers via adequate public transit. Vacant land, including the Bowen site, is plentiful and developable. The area has options for public funding from the MLK-Hollowell TAD and Perry Bolton TAD. Portions of the area are in a

designated Opportunity Zone.

Yet these physical assets are degraded, underutilized, and disinvested. The natural resources are overgrown and coupled with the vacant land, creating blight, public safety problems and dumping leading to environmental problems. The disinvestment, both public and private, has resulted in a decline in population, putting the neighborhood on a downward spiral. The end result is a neighborhood characterized by blighted housing, a blighted commercial district with limited goods to service a residential population, disconnected trails and roadways within the neighborhood needing infrastructure and improved streetscape investment, low performing schools and lacking other amenities that are seen in healthy neighborhoods.

Following three of the four Guiding Principles of enhanced connectivity, equitable development, and environmental stewardship, the BCN Transformation Plan (NTP) seeks to leverage the neighborhood’s assets to address these concerns through partnership and the city of Atlanta leadership. From the large-scale conversion of vacant lots and blighted buildings into housing and community service centers to reclamation and remediation of green space and contaminated land, along with infrastructure improvements, the BCN Neighborhood strategy looks to bring momentum and investment to the neighborhood. The economic development plan seeks to remove commercial blight, sustain and grow local businesses and to attract new businesses, supplemented by educational, vocational and workforce training and linkages to jobs in the BCN and surrounding communities.

Change is spreading westward from the Atlanta inner core. With that will come new investments, bringing the risk of gentrification and significant displacement to legacy residents and businesses. The objectives and strategies in this NTP must balance the vision, investments and redevelopment

with measures to ensure that there is a place in this neighborhood for all. To do so will require targeted focus and investment from the city of Atlanta, public agencies, and partners, as Atlanta Housing focuses on the redevelopment of Bowen Homes.

1. City-wide Neighborhood Strategy As Part of BCN

The City of Atlanta, AH and its public and nonprofit partners have launched a comprehensive, city-wide neighborhood revitalization strategy focused on the most distressed regions of the city. Mayor Dickens has made the closing of racial equity gaps in the city the “central strategic imperative” of his administration. He has set up a team within his office focused exclusively on this effort. The team has identified six geographies within which to develop and execute a holistic transformation plan over the next eight years. Among those six geographies are three that span the Donald Hollowell Parkway, including a geography referred to as West Hollowell of which Bowen Homes is the largest component.



The mayor and his team chose West Hollowell as one of the six priority neighborhoods because it is directly west of several transformational investments currently underway in the city. The City of Atlanta recently opened the Westside Park, a 280-acre park that is drawing significant new investments in residential and commercial property. The Microsoft Corporation has purchased 90 acres of property adjacent to the new park and have plans to build a mixed-use campus that will house over 10,000 new employees.

The combination of the new park and the Microsoft investment will benefit the neighborhoods along the Hollowell Corridor by bringing much needed jobs and economic activity to a long-neglected section of the city. However, the size and scope of these investments bring a real threat of rapid displacement due to gentrification, evidence of which is already seen in the form of speculative real estate investment. There is a genuine threat that these forces will rapidly erode the stock of affordable housing in the area and dramatically reduce the accessibility of these neighborhoods for low-income families.

The City of Atlanta is partnering with Atlanta Housing to ensure that these transformative investments rebound to the benefit of existing residents while ensuring that the area remains accessible to future low-income families. The plan is to use the public assets that exist in these neighborhoods to ensure that the total stock of affordable housing increases over time even as the stock of privately-owned naturally occurring affordable housing erodes.

The Mayor’s Office has set up a Neighborhood Working Team (NWT) in the West Hollowell neighborhood that will guide the development and execution of the neighborhood plan. The NWT includes representatives from all of the relevant public agencies, community leaders, and major stakeholders in the neighborhood. This team has already developed its action plan

for the neighborhood and is moving into an implementation phase.

The city's investments in the area are long-awaited and welcome assets to Atlanta overall. Still, they may also trigger displacement in the areas around them. These improvements near the BCN include the city's new Westside Park, the Atlanta BeltLine's Westside Trail Extension, the Proctor Creek Greenway, and the purchase of the Chattahoochee Brick Company site for a riverside park about three miles away. In addition, the city of Atlanta worked hard to lure a Microsoft Campus to the city, which was ultimately situated five miles from the site, just west of the Georgia Tech campus.

The strategies to be employed will focus on three of the four Guiding Principles established by the community residents and business as well as the former Bowen Homes Residents: 1. Equitable Development, 2. Enhanced Connectivity and 3. Environmental Stewardship

2. The BCN Context

The following is a summary of the key liabilities that will be translated into assets and opportunities through the redevelopment.

Equitable Development: Condition of Housing in Carey Park

- Blighted appearance
- Hud Finding
- Infrastructure

Equitable Development: Business and economic development

- Limited opportunity to preserve and grow existing local businesses that may be forced to relocate
- Lack of fresh food and general goods and services
- Blighted appearance of two commercial corridors and intersecting node of Donald Lee Hollowell and James Jackson Parkway
- Workforce. No centralized programmatic training location to provide training and connect workers with job opportunities.

Equitable Development: Education

- Existing public schools with low test scores
- Limited Early Childhood Learning resources

Equitable Development: Health

- No immediate health or dental facilities
- Limited access to quality foods

Equitable Development: Public Safety

- HUD finding

Connectivity: Neighborhood Connectivity and Transit

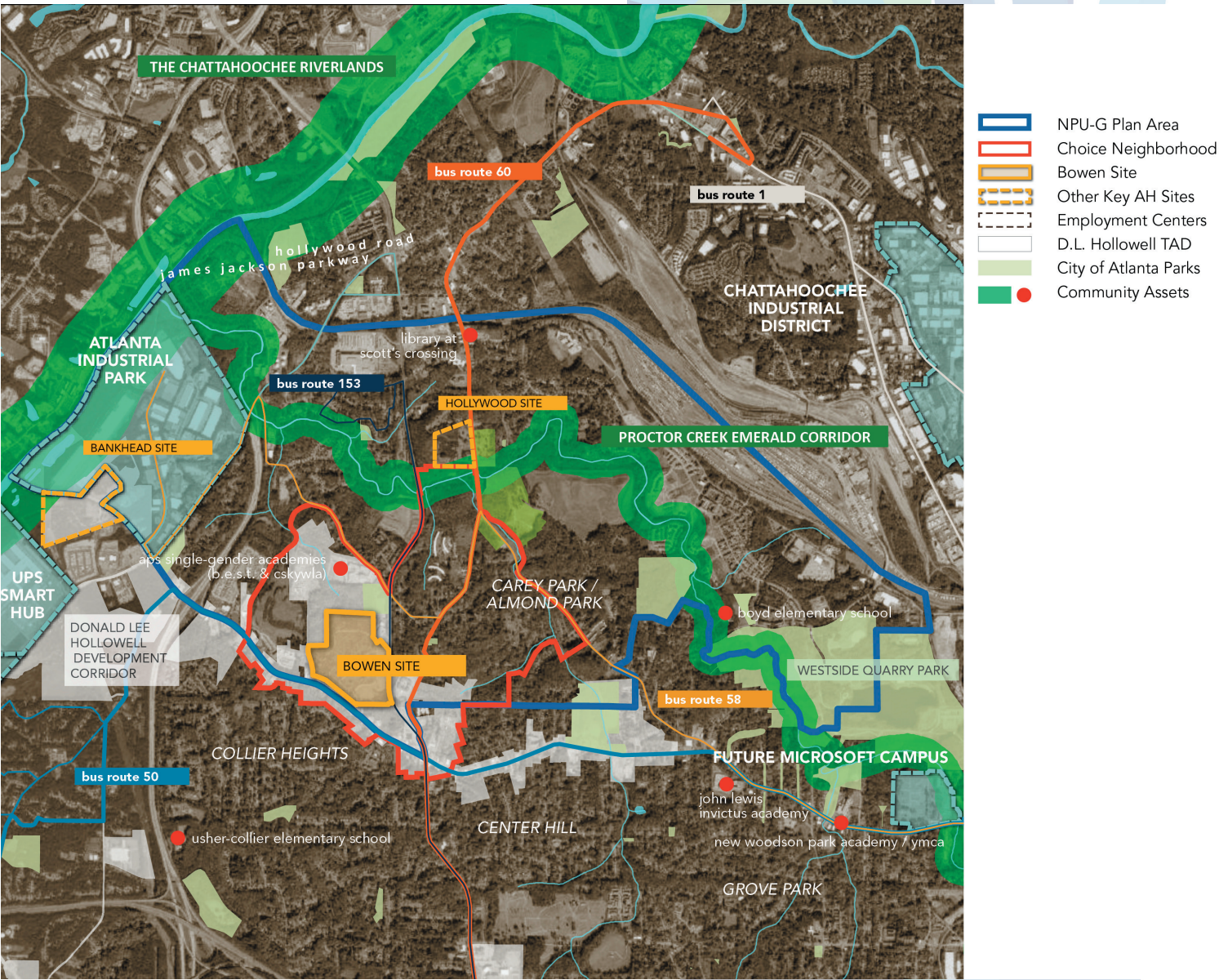
- Poor condition of public streets and roads; lacking streetscapes and neighborhood identity
- Limited walkability
- Moderate access to public transit and MARTA
- Disconnection of Bowen Homes site, A.D. Williams Schools and Carey Park as a form of racial segregations

Environmental Stewardship: Natural Resources

- Blighted condition of natural resources degraded due to limited investment
- Not connected and accessible

Environmental Stewardship: Environmental Conditions

- Impacts of climate change
- Presence of landfills and environmentally contaminated sites



3. Current BCN Market Conditions

Housing Market and Economic Conditions

With the number of people moving to Atlanta, the need for more affordable housing options in the city of Atlanta continues to become more urgent. While the area is more affordable than other locations in Atlanta, that is rapidly changing as people move westward seeking lower housing prices. The pressure is due to an increase of median home prices in Atlanta by 43% since 2020 while median income only grew 1.7% in the same time period. With over 50% of the land in the Carey Park and Almond Park neighborhoods in the hands of investors, there are justifiable concerns about the potential impact of any Bowen redevelopment on gentrification. Gentrification can be considered the change to a historically disinvested neighborhood driven by profit and seen in a racial composition and class transition. While legacy neighborhood residents appreciate more goods and services close by, it is the displacement that gentrification causes that is of greatest concern.

Several for-profit local developers have begun to buy and land bank bundles of mostly adjacent buildable vacant lots in the Carey Park and Almond Park neighborhoods. It is important to leverage their desire to empower and serve the community while realizing a return on their investment, in order to secure a balance of affordable units as they redevelop their properties.



SPOTLIGHT
JOEL DIXON, CO-
PRINCIPAL OF URBAN
OASIS DEVELOPMENT
AND COMMUNITY
ADVOCATE

Joel Dixon, Co-Principal of Urban Oasis Development and President of Catalyst Investment Partners, began his career in tech. In the early 2000s, Joel observed people moving from Atlanta’s suburbs to the urban core. The transitions that followed were good and not so good; “Basically, we excluded a lot of people and created the types of unaffordability that we talk about today in Atlanta.”

He wanted to find a better development model; “it’s the way transformation happens that matters.” His startup background meant Joel was comfortable recreating things. He left the tech world and entered real estate, launching Urban Oasis Development in 2017, looking for creative ways to create permanent, affordable, for-sale housing.

He landed on the preferred development model of focusing on people and the community first. Joel applies his energy, experience, and passion to finding solutions to everything. He approaches community development as if it were a grassroots effort. Joel does not perform community engagement so much as he becomes a member of the community where he works.

“One of the main issues out of 2020 has been the need to increasingly look at ourselves and the real estate industry to see how we can be more inclusive, equitable, and diverse.” As part of realizing that in the BCN, he arranged a half-day workshop for NPU-G, Carey, and Almond Park faith-based communities in coordination with the Mayor’s citywide Faith-Based Development Initiative.

Longline Holdings-Urban Oasis Development (LL-UOD) is a BCN Housing local partner developing housing in the BCN. LL-UOD purchased about 80 acres of undeveloped land and vacant houses in the Carey Park and Almond Park. Their Carey Park project will absorb some of the potential residential demand in the BCN. Over time, LL-UOD aims to create more than 1,000 new or refurbished housing units and neighborhood-scale, locally serving retail, a new neighborhood core, and amenities supporting the existing neighborhood character, including green space, and walking trails. The residential units will include single-family homes, small-scale Missing Middle apartment buildings, and townhomes, targeting 20% of rental units for workforce earners at an average of 80% of AMI. The LL-UOD team has proven its commitment since 2020 to building community by funding multiple green spaces and active engagement. Their community-based activities include hosting or attending stakeholder group and individual meetings, implementing the Carey and Almond Park Neighborhood Watch, and hosting several in-person community gatherings. The team pledged \$250,000 to projects to serve the community, selected by the community, and organized around four focus areas: safety, crime, and dumping; retail and commercial businesses; greenspace; and local partnerships. LL-UOD distributed funds for a massive tire dump pickup and several neighborhood cleanups; purchased and spread new trash receptacles throughout the neighborhood and co-funded part of the Watkins Park CNPG Early Action Project with Atlanta Housing. Upcoming LL-UOD plans include: (1) renovating a vacant building adjacent to the former John Carey Elementary School for a food service, restaurant, or pop-up space; (2) a Community Festival, and (3) Neighborhood safety cameras, in partnership with the City of Atlanta and Atlanta Police Department.



Figure 4 A small outbuilding owned by Longline Holdings which sits across from the Carey Park School is well situated for a snack shop or pop-up restaurant for local small businesses hoping to establish themselves.

Bellwood Homes is a woman-owned minority business creating housing to enrich the underserved neighborhoods of the northwest corridor of Atlanta. Bellwood looks to positively affect communities by changing urban development and buildings to develop environmentally sustainable and socially responsible conditions and homes for residents. The company is developing vacant lots within the BCN with thoughtfully designed and attainable homes. Bellwood is interested in the other elements a community needs to thrive, and is also engaged in community advocacy projects. Its close work with NPU-G has resulted in a greater understanding of the community’s needs. To address an immediate and ongoing NPU-G concern, Bellwood organized and led regular neighborhood cleanups in Carey and Almond Park for the past two years. Bellwood also hosts events on community resources for seniors. The company has partnered to raise funds to help first responders, and public safety officers in obtaining high-quality, affordable housing in the community.

Commercial Market and Economic Conditions

Currently, approximately 90 commercial entities operate in the BCN footprint. Of these, about 65 are private businesses. Many of the other entities are religiously affiliated nonprofits, including churches.

Based on data from ESRI, automobile and auto-related businesses currently dominate the business line-up in the BCN footprint. Over two-thirds, or 25 of the 65 businesses, are associated with some manner of servicing automobiles. Examples include nine auto repair shops, five car parts suppliers, four auto rental stores, as well as numerous gas stations, car washes, and the like.

According to ESRI data, the second most represented business type is Grocery/Food Stores. However, while seven businesses of this type are listed, none are considered healthy fresh food providers. Consensus input from the BCN planning process concludes these food options are substandard compared to most other areas of the city. Also, residents who can, leave the local area to purchase most household food staples.

While many other services are represented in the local economy, particularly hair salons (six businesses), very few services are present that can help further community development. The area lacks a bank, a full-service pharmacy, or most medical offices, such as a dentist. For the area to truly thrive from an economic standpoint, continued new investment will be necessary from the private sector, and the public and nonprofit sectors.

4. The Voice of Residents and Businesses

The context section is mainly qualitative and observable. What counts in neighborhood transformation is the quantitative measure – or how people perceive and have confidence in their neighborhood. As noted in Chapter 3, during the planning process, the planning and engagement teams collected information about the broader Bowen Choice community's

desires, experiences, and opinions.

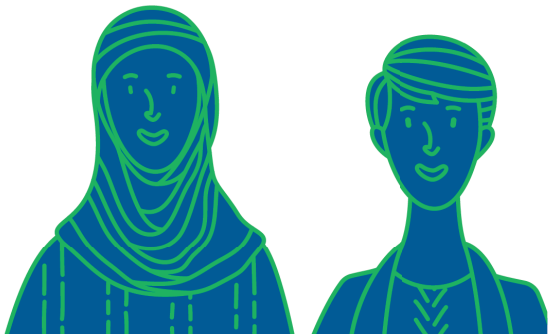
a. Resident and Community feedback

The following is a summary of several surveys taken with community residents and former Bowen residents during the planning process. Although few former Bowen residents live in the BCN currently, their perceptions and responses were remarkably similar to the legacy community residents.

- Desirable Neighborhood Characteristics:** safe place to live (90%), welcoming (82%), and clean and attractive (81%); most important services include education and schools (78%), youth services (77%) along with library and post office (69%); essential features include public transportation (77%), followed by job opportunities and employment options (62%).
- Needed commercial / retail services:** grocery stores (79%), a recreation center and community spaces (79%) and renovation of existing commercial buildings (73%); gas station/auto service stations (37%); discount stores such as Family Dollar (33%); small shops such as beauty supply stores (33%) to remain; see existing commercial buildings renovated (73%),
- Undesirable commercial / retail services:** liquor stores (55%), auto repair shops (44%) and fast food restaurants (44%).
- Community priorities:** youth recreational programs such as after school, summer camps, arts, music, and sports programs (82%); fitness and recreation facilities (81%); transportation assistance (68%) and adult education (68%); a community health center (33%), farmers' markets and other fresh food options (34%).
- Strengths of BCN Area:** relative housing affordability; access to public transportation; access to some neighborhood retail and services (grocery, post office, library, bank or credit union); history of the community; access to social services (youth programs, pre-schools/Head Start, senior services)

- Weaknesses of BCN Area:** crime; lack of neighborhood retail and services (grocery, post office, library, bank, or credit union) litter and illegal dumping; poorly maintained properties; and lack of employment opportunities
- Housing.** 70% said more affordable rental housing is needed. 64% of the responses supported more single-family, cottage-court style, and other single-family housing options. 70% also said the area needs more affordable apartment rentals in smaller buildings (no more than 50 units).
- Jobs.** 62% identified job opportunities and employment options as missing features in the BCN.
- Safety and Security.** Better and more street lighting (43%); youth violence and crime prevention programs (also 43%); better security systems (cameras and license plate readers (42%); would participate in public safety activities to help keep the BCN safe (73%).
- Connectivity.** Walkability was essential for the BCN (77%), concerned about the lack of sidewalks (72%). Residents within the BCN often raise concerns about the dangers of broad streets with few crossings and the need for greater and safer access to public transportation.
- Transportation.** 77%). Listed public transportation as the missing essential feature and the most crucial in the BCN. Residents within the BCN require access to a greater variety of transit options.
- Recreation and Health.** Access to recreation centers and community spaces (79%) and exercise classes (47%) in the area would be most helpful in improving an individual's health.
- Former Bowen Residents.** After health-related services, among the needs most cited in the Former Bowen Residents needs assessment were those that strengthened financial literacy (48%), job and career supports (45%), small business assistance (41%)

and adult education (37%). Residents saw their own need for crucial job-related skills and services as important for growing their economic potential.



b. Local business feedback

As part of the planning process, AH partnered with DataWorks, an initiative of the College of Computing at the Georgia Institute of Technology, a team of community engagement specialists. DataWorks engaged 25 business owners in one-on-one interviews to collect first-hand input from the businesses currently operating in the area.

Many responses to questions about helping local businesses grow touched on the need for security, improved streets, and sidewalks, and to address the local homeless population. Multiple businesses named additional opportunities, such as enhancing storefronts, adding recreational and gym facilities, addressing the community’s mental health needs; and improving signage visibility from the street.

The business survey asked thirteen questions, including multiple-choice, Yes/No, and open-comment questions. A total of 25 surveys were completed out of approximately 90 total businesses in the area. The average length of business operation by the respondents was 17 years but ranged from 5 years or less to 57 years. Most businesses indicated that their target market geography was primarily northwest Atlanta with 10 indicating that they served the northwest Atlanta and greater metro-Atlanta region equally. While most businesses felt the location was a positive, several cited concerns that crime (petty larceny and loitering), homelessness, area cleanliness, poor infrastructure (i.e., broken sidewalks, neglected streets, etc.), and limited basic commercial necessities (i.e., grocery stores, banks, etc.), as well as the negative reputation of Bankhead persisted (years after the name change of Bankhead Highway to Hollowell Parkway).

The survey asked what improvements were needed to help the businesses in the area to grow, with many responses aligned with items noted above. Multiple businesses identified additional opportunities, such as improving

storefronts, adding recreational and gym facilities, addressing the community’s mental health needs, and improving the visibility of a shop’s signage from the street.

Early in the planning process, the BCN Economic Development Focus Group determined an integrated strategy is necessary to attract lasting economic improvements for the area to enhance and expand the local economy. This strategy aims to decrease the number of vacant commercial properties and increase the retail and commercial offerings on DLH Parkway, a critical BCN corridor.

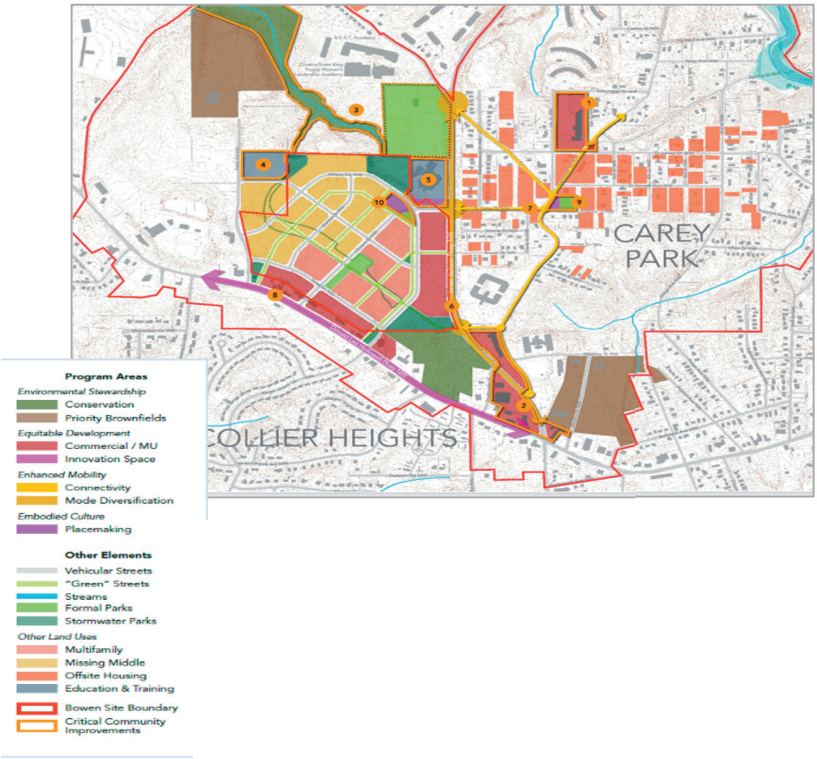
Interactions with the business community revealed that a challenge many small businesses in the BCN area often face is structuring their business to endure for the long term. Many on DLH and James Jackson Parkways operate without a business license and are thus ineligible for public resources and support services. Local business advantages included the area’s traffic flow and relative ease of access to Atlanta, access to a regular customer base and improved development in the area. As for areas of improvement, many local businesses cited the need for security, improved streets, and sidewalks, addressing the homeless population, and funding to fix the building facades, which make buildings appear closed.

A key player in the implementation of the Neighborhood strategy is the Northwest Business Association (NWBA) that provides “on-the-ground” programs and interactions with local businesses. AH has strengthened its partnership with this vital organization to help further advance economic development in the area. The group’s mission is to encourage economic growth for existing and new businesses on the northwest side of Atlanta. It aims to educate community members (companies and individuals) on achieving healthier lifestyles and increasing employment opportunities. NWBA also works toward a safe community and recruit diverse, new, sustainable businesses to the area.

B. NEIGHBORHOOD GOAL

Transform the Bowen Choice Neighborhood into a hallmark of equitable urban development by reversing patterns of abandonment and turning neglect into opportunity.

Bowen’s demolished site and vacant parcels bounded by main thoroughfares and regional growth offer a chance to coordinate and deliver broader benefits for former Bowen residents, existing neighborhood residents and local businesses. The plan reunites neighborhoods surrounding the site by connecting streets and parks, expanding new housing opportunities, and cleaning up degraded sites. The plan seeks to repurpose one vacant school and develop a new elementary school on another vacant school facility owned by Atlanta Public Schools. They include two vacated school sites strategically located in the BCN, which have the potential for repurposing to impact the area positively and to help accelerate transformation.



The vacant school sites in BCN are the former A. D. Williams School, sitting next to the Bowen site, and the John Carey Elementary School, at the center of the Carey Park neighborhood. The BCN planning process included a robust discussion between AH, APS, stakeholders, and the public about returning the schools to active use, including re-establishing an elementary school to serve the BCN.

The plan resolves long-standing infrastructure gaps, stimulates local business growth, and reclaims overgrown and overlooked areas of opportunity. The strategies look to restore hope in all the neighborhood residents, whether they are long-term homeowners in retirement, or new arrivals seeking a fresh start.

C. NEIGHBORHOOD OBJECTIVES AND STRATEGIES

The following Neighborhood objectives and strategies provide a holistic blueprint for the implementation of the Bowen NTP, by integrating three Guiding Principles to effect the physical changes and support improved health, education, and employment outcomes.

- Equitable Development: Housing Revitalization, Economic Development and Commercial Revitalization, Public Safety, Health and Recreation, Education, Workforce
- Enhanced Connectivity. Transportation Improvements, Green Trails, Infrastructure.
- Environmental Stewardship Environmental Clean-up (Brownfields), Green Infrastructure (Stormwater), Green Building, Natural Features.

Equitable Development

Objective 1. Based on the four guiding principles, address racial equity and build an innovative mixed-income, mixed-use neighborhood that is regenerative and responsive to the needs of the former Bowen Residents and the greater Bowen Choice neighborhood community.

Strategy 1.1.; Mayor Dickens has prioritized creating healthy and whole neighborhoods, in particularly closing racial equity gaps. AH will partner with his Administration to advance affordable housing, foster economic development, and support neighborhood transformation that improves the health, education and economic outcomes of residents.

ACTIONS: Work closely with the city of Atlanta on its neighborhood transformation strategy which includes the following priorities for holistic redevelopment:

- In addition to the Bowen site, identify the public land and other assets that will be deployed in support of those strategies (e.g., assets to be used for housing, education, health, recreation, commercial development, etc.);
- Provide funding from public sources to support equitable development efforts; manage the coordination of the financing of those strategies, leveraging public, private and philanthropic sources;
- Prioritize the use of MLK Hollowell Tax Allocation District (“TAD”) and Perry Bolton TAD funds to support blight removal and affordable housing development;
- Advance demonstration zoning changes to allow for the varied housing typology in the BCN to offer greater ranges of affordability;
- Steward the implementation of the investments needed to implement those strategies, including those in housing, education and health facilities, parks and recreation facilities, public infrastructure, and

commercial projects; and

- Measure and track progress of these efforts and provide public reporting on their status

Outcomes: The city is developing a neighborhood healthy index which will be used to show key metrics, track investments, and measure the impact of the investments on the overall health of the community over time.

The City Planning Department has been making concerted efforts to coordinate the development of the neighborhood-based improvement strategies in partnership with neighborhood-based civic leaders, place-based non-profits and major asset holders.

Working closely with the Dickens Administration is crucial to supporting equity in the holistic redevelopment of the BCN. Pushing back against displacement and dislocation will require coordination with city departments on issues like upzoning approvals, prioritization of infrastructure investments, permitting on city-owned land, releasing publicly owned buildings like abandoned properties and schools. Atlanta Housing’s participation on the West Hollowell Corridor Strike Force will provide important ways to ensure residents and city officials are working together effectively towards preservation of housing, job opportunities, and redevelopment of local corridors.

Equitable Development: Housing

Strategy 1.2.; Replace blighted housing in the Carey Park neighborhood with diverse housing types in a mixed-income setting throughout the Bowen Choice Neighborhood

70% of the Bowen Choice Neighborhood Community Needs Assessment participants said more affordable rental housing is needed. 64% of the responses supported more single-family, cottage-court style, and other single-family housing options. 70%

also said the area needs more affordable apartment rentals in smaller buildings (no more than 50 units).

ACTIONS:

- Advance efforts to create housing stability, balance housing affordability using governance, and create housing policies to promote neighborhood stability;
- Rely on private market developers and financing to resolve the blighted housing condition; seek out incentives to support infrastructure development; (unpaved roads, no streetscapes, and in some cases, no water/ sewer connections);
- Identify priority parcels for development with for-profit housing development partners;
- Coordinate with city agencies to support and facilitate neighborhood service upgrades including local infrastructure needs, including parks, roads, and schools;
- Utilize Downpayment Assistance (DPA) Program from Atlanta Housing, Invest Atlanta and others to lower the cost of homeownership;
- Provide additional incentives to developers who exceed the Westside Park District requirements;
- Identify sources of infrastructure funding;
- Provide homeownership counseling to qualified former Bowen residents who wish to purchase homes in the Carey Park/Almond Park neighborhood;
- Identify funding to support an Owner-occupied Rehab program for legacy residents.

Outcomes: Success will be measured through the (1) redevelopment of properties purchased by development partners in the BCN; (2) use of expedited zoning and building permit processing and (3) targeted investments in supportive public infrastructure.

PARTNERS: Longline Holdings, Urban Oasis

Development, Bellwood Homes, City of Atlanta Planning and Zoning, Georgia Power, Southface Institute, the City of Atlanta Strike Force West Hollowell Neighborhood Working Group.

AH is committed to ensuring that the former Bowen residents have the tools to qualify to take advantage of rental and for-sale housing opportunities outside the Bowen site.

The City of Atlanta has provided a tool to ensure affordable units are produced. Inside the BCN which is part of the Westside Park District, there is a requirement for developers utilizing public agency funding to provide a 15% of rental units for families up to 80% AMI (or 10% up to 60% AMI) and to provide 15% of homeownership units evenly assigned between 80 and 120% AMI, with both rental and for-sale units required to carry a 20-year deed restriction.

Equitable Development: Economic Development

Objective 2. Partner with the city of Atlanta and Invest Atlanta to remove blight and to encourage investment in the blighted commercial corridors that will drive economic development

Strategy 2.1.; With the city of Atlanta as the lead, utilize a Mainstreet Strategy to redevelop the blighted Donald Lee Hollowell commercial corridor and transform it into a retail area that services residential needs, offering access to fresh food and medical services.

Responses to the Bowen Choice Neighborhood Community Needs Assessment indicated that residents and stakeholders want to see existing commercial buildings renovated (73%). A community health center (33%), farmers’ markets, and other fresh food options (34%) would be welcome in the area.

The City of Atlanta Strike Force West Hollowell Working Group has identified “Hollowell Mainstreet” as an Economic Development Project and improvements to DLH Parkway as a Transportation and Connectivity Project. Both will bring new business growth and employment opportunities along the DLH Parkway corridor.

This strategy aims to attract lasting economic improvements to the Bowen Choice Neighborhood to enhance and expand what is possible. Projects in the Bowen Choice Neighborhood can decrease the number of vacant commercial properties and increase the retail and commercial offerings on DLH Parkway, a critical BCN corridor.

ACTIONS:

- Purchase, redevelop and repurpose strategic commercial properties along the Hollowell Corridor in order to attract neighborhood serving retail and other commercial amenities;
- Remediate sites as needed;
- Prioritize the use of MLK Hollowell TAD and Perry Bolton TAD funds to support blight removal and affordable housing development;
- Work with Invest Atlanta on funding for façade improvement.
- Identify businesses and services needed.
- Create physical spaces to serve business growth, including an entrepreneurship hub;
- Encourage and support an update to the TAD redevelopment plans or corridor plans for the DLH Parkway and James Jackson Parkway areas;
- Assist the West Hollowell Working Group with defining and creating an economic, marketing, and branding campaign to promote the DLH Parkway corridor and activate new interest;

- Encourage development partners to take advantage of the federal opportunity zones and TAD financing;
- Use the Strike Force Working Group approach to identify and recruit specific business and retail sectors of priority and urgent need in the community, such as grocery stores.

OUTCOMES: The city is developing a neighborhood healthy index which will be used to establish key metrics, track investments, and measure the impact of the investments on the overall health of the community over time.

PARTNERS. City of Atlanta, Invest Atlanta, TBD.

AH has opportunities to help activate economic growth in the Bowen Choice Neighborhood planning area. The City’s West Hollowell Working Group will implement a community-endorsed vision to improve neighborhood health while minimizing the risk of displacement and other potentially negative actions. AH will collaborate with the Working Group to identify and recruit specific business and retail sectors of priority and urgent need in the community, such as a new grocery store. Retail development in the Bowen Choice Neighborhood can decrease the number of vacant commercial properties and increase the retail and commercial offerings on DLH Parkway, a critical BCN corridor.

Further, the area is home to various established economic development vehicles that can help to further economic advancement. Two Tax Allocation Districts (TADs), which are Georgia’s form of Tax Increment Financing (TIF), are expected to bolster efforts by offering tax incentives for growth.

- The Hollowell/Martin Luther King TAD’s primary purpose is to promote balanced growth by stimulating redevelopment and the creation of a vibrant retail corridor. Most of the

planning area is within the boundaries of this TAD.

- A small portion of the Bowen Choice Neighborhood at the heart of the Carey Park neighborhood is in the Northwest Atlanta TAD . The stated goal of this TAD is to “Attract private investment to help finance a key mixed-income, mixed-use residential development . . . that will serve as a catalyst for additional private commercial and residential investments in Northwest Atlanta.” Additionally, much of the area is in a Federal Opportunity Zone, which has proven in Atlanta to attract private sector investors to previously under-invested locations.

Strategy 2.2.: Establish a community-focused center of innovation for work force development and programming

In the Bowen Choice Neighborhood Community Needs Assessment, in meetings and at public events, 62% of stakeholders and residents identified job opportunities and employment options as missing features in the BCN.

Resident and community feedback made it clear that some of Atlanta’s longtime residents feel isolated and disconnected from Atlanta’s growth. To address this, the neighborhood plan proposes to create a center, or hub, to bring connections directly to the neighborhood. The goal of the Innovation Hub is to be responsive to the community’s needs and priorities and supply direct access to Atlanta’s best educational, economic, and environmental innovation offerings. A potential location is the vacant John Carey Elementary School, at the center of the Carey Park neighborhood.

ACTIONS:

- Work with APS to implement a community Innovation Hub at the former John Carey Elementary School;
- If the school is not available, secure an alternate location;

- Identify partners and funders to support the development of the center.

OUTCOME. Establishment of the Innovation Hub with a sustainable five year plan, from start-up to sustained programming and operations.

PARTNERS. City of Atlanta, Invest Atlanta, APS, Atlanta Area Tech, TBD.

As noted, in the 1990s, the westside of Atlanta became famous for bringing a whole new brand of southern hip hop to the industry, which was just called Bankhead for the notorious street that ran through it. In reference to the hip hop community that put Bankhead on the map, Atlanta Housing will collaborate with industry leaders to create the Microsoft Center for Learning, Innovation, Vocational Education, and Entrepreneurship, known as the MC LIVE Innovation Hub, With APS, AH will convert the abandoned John Carey Elementary school into a hub of innovation and community cultural activities, offering residents unique opportunities to learn skills, create businesses and innovate artistry in a wide variety of industries that now drive Atlanta’s economy. The MC LIVE Innovation Hub will bring valuable services and unique opportunities directly to the Choice Neighborhood and beyond.

In the People strategy, economic development and employment strategies are an important component. Thus, the opportunity to remake the John Carey Elementary School into a community and service center, or an Innovation Hub will support workforce development and entrepreneurship, training and service delivery. Proposals from community stakeholders suggest providing traditional educational support programs and vocational and technical training, which are important community convenings and space for outreach. AH, in partnership with APS, would like to convert the building and bring these valuable services and unique opportunities directly to the Bowen Choice Neighborhood.

Strategy 2.3: Support existing and attract new businesses and jobs to help ensure the long-term viability of the Bowen Choice Neighborhood.

The Bowen Choice Neighborhood Transformation Plan will improve the range and diversity of local services and jobs available by assessing the small businesses' challenges and needs. A targeted and coordinated effort to improve local small business expertise and improved economic outcomes will better serve community needs by creating local jobs and enticing investment.

ACTIONS:

- Assist existing business to create the legal and financial framework needed for sustainability;
- Provide capacity building (coaching and mentoring program);
- Provide low cost capital to grow existing businesses;
- Establish funds to support local business for façade improvement and business growth;
- Provide entrepreneurship courses and strategies for small business startups.
- Seek out access to small business capital programs;
- Partner with local organizations with expertise in helping local businesses to strengthen and expand their ability to compete more effectively in supply chain bidding;
- Work with local employers (i.e., the local waste management firm) to improve recycling and waste management;
- With local utilities, help support businesses in lowering energy and utility costs;
- With partners, sponsor entrepreneurship courses and strategies for small business startups;

- Strengthen businesses that serve the needs of neighborhood residents;
- Partner with the Strike Force West Hollowell Working Group, approach local businesses with the results of a local market study, to encourage existing businesses to understand and respond to the buying preferences and demand for local goods and services;

- Foster partnerships to further the following programs:
 - Invest Atlanta will offer staff support for business and workforce development throughout and beyond the planning process
 - The Northwest Business Association will assist small businesses with the following: strategic decision making, improved facilities and operations, Increased sales and reduced costs, and new business opportunities;
 - Allocate \$150,000 from the Invest Atlanta Small Business Improvement Grant Program to provide small business façade improvements;
 - Wells Fargo's Open for Business Fund committed \$20 million to the City of Atlanta through Invest Atlanta to help Atlanta small business owners. It includes grants of up to \$50,000 for exterior improvements for small businesses that contribute a 20% match to their project. This business incentive matches the intention of the original Invest Atlanta commitment. To date, at least three businesses in the BCN area are taking advantage of the Wells Fargo funds;
 - Work with the Grove Park Foundation (GPF) to expanding resources into the BCN area. The GPF focuses on neighborhood improvement and revitalization, has tools and programs that address quality-of-life issues through work with local partners, leaders, and residents. For instance, the GPF's Neighborhood Opportunities for Wealth Financial Capability Program (the "N. O. W. Program") offers economic mobility and financial management workshops in six-month and 12-month tracks.

OUTCOMES: Increased number of registered businesses in the area, increased registered tax rolls in the area as a measure of increased economic activity, increased positive public perceptions of the DLH commercial corridor.

PARTNERS. AH has formed relationships with key local neighborhood organizations, building on strong ties with Invest Atlanta and NPU-G during the planning phase. Additional relationships established through the planning process include those with the Grove Park Foundation and the Northwest Business Association (NWBA). Overall, the neighborhood strategies can help to transform the BCN into a more well-defined economic hub serving a wide swath of households in the northwest Atlanta area.

**SPOTLIGHT
GAIL AND JOHN MAPP**

Gail and John grew up in Collier Heights, attended Frederick Douglas High School, reconnected at Georgia Tech in 1978, and married 42 years ago. The Mapps lived elsewhere and returned to Atlanta in the 80s. "Both (our) families had businesses on Donald Lee Hollowell Parkway (then Bankhead Highway)," says John.

Gail's parents owned and operated a large ceramics shop, which was open until the late 1990s. John's father owned a construction business: "I'm the second generation." John recalls his father driving through the former Bowen Homes to pick up laborers for various jobs throughout Atlanta. "One person told somebody else who told somebody else, and we got a lot of the labor force from that area." When John got a contract to help build the

new Mercedes Benz arena, he did the same.

Their commitment to helping BCN area business owners start, maintain, and grow successful ventures stems from the legacy of entrepreneurship established by their parents. In particular, Gail's mother encouraged them to return to the community and become involved with the local businesses. Gail says, "We both have a heart for Black businesses (and) Black families. What good does it do for you to be okay and everybody else not okay?"

Their passionate dedication to the BCN area is also apparent in the Mapp's personal lives. They canvass DLH regularly, stopping by and checking in on existing businesses. Meeting business owners where they are is critical for relationship-building. It enables Gail and John to identify the tools and resources BCN businesses need to operate legitimately. That includes helping business owners obtain proper licenses and access capital through the Mapps' nonprofit, the Northwest Business Association (NWBA), and other trusted BCN organizations.

The Mapps and the NWBA support small business owners wholistically and leverage partnerships with entities like the Grove Park Foundation, Access to Capital for Entrepreneurs (ACE), local banks, and Invest Atlanta. Its mission is to encourage economic growth and development for existing and new businesses on the northwest side of Atlanta. Also, to increase employment opportunities and create a safe community, recruiting diverse, sustainable businesses to the BCN to benefit all.



Part of this objective includes establishing a Bowen Retail District. The intersection of two major thoroughfares near the Bowen site, DLH Parkway, and James Jackson Parkway, is the most logical location for more intense mixed-use and retail development. This location is within walking distance of the Bowen site. Improvements to outdated strip centers are likely a first step in transforming this area into a quality walkable area that attracts a broad cross-section of consumers. To attract new businesses to the BCN, AH will partner with the City of Atlanta to improve pedestrian walkability, safety, and small business development support. Community feedback consistently cited access to fresh food as a top priority for the area. Efforts at this critical commerce hub will focus on bringing fresh food to the BCN via pop-up markets in the short-term, then long-term, quality grocery providers.

Strategy 2.4: Expand training and business opportunities in innovative growth sectors such as the green and tech sectors.

During the planning phase, AH launched an entrepreneurship training program, providing opportunities for former Bowen Residents to sharpen their business skills to start a business. Residents took part in a nine-week program. Upon completion, they received fully loaded laptops, business registration support, and the opportunity to continue their training course with another course of trainings. Nine former Bowen Residents graduated and have continued their training in the program.

The BC NTP will continue the program for former Bowen Residents and community residents.

ACTIONS:

- Collaborate with partners and employers to offer training and certifications of expertise in IT and green technologies and techniques;
- Host job recruitment events with employers in the green and tech sectors.

OUTCOMES: Measured by the number of participants who are trained and receive jobs.

PARTNERS: Atlanta Board of Education- Atlanta Public Schools, Invest Atlanta, Grove Park Foundation, Northwest Business Association, Georgia Power, MARTA, Tech Bridge, Comcast, Microsoft, Urban League of Greater Atlanta, Atlanta Technical College, Goodwill of North Georgia, Georgia Minority Supplier Development Council, Southface, UPS-UPS Foundation, Delta, Generations, and other local businesses.

Equitable Development: Healthy Neighborhood

Objective 3.0. Establish a safe and secure community with assets to improve the education and health outcomes.

Strategy 3.1: Improve neighborhood safety.

Responses to the Bowen Choice Neighborhood Community Needs Assessment regarding the top three things that would improve community safety were as follow:

- 1) Better and more street lighting (43%).**
- 2) Youth violence and crime prevention programs (also 43%).**
- 3) 42% suggested better security systems (cameras and license plate readers).**

It is also worth noting that 73% of participants were interested in participating in public safety activities to help keep the BCN safe.

ACTIONS:

- Install cameras, lamps, and lighting in public spaces and work with the Atlanta Police Department to expand the presence of surveillance cameras to help prevent and solve crimes;
- Work with the APD on code enforcement of troubled properties; and,
- Coordinate with the Atlanta Police

Foundation to bring programming back to A. D. Williams Park, such as youth sports leagues, and other events.

OUTCOMES: Reduction in crime, including Part I crimes.

PARTNERS: Georgia Department of Transportation, MARTA, Atlanta Board of Education, Atlanta Police Department, Atlanta Department of Transportation, APD Police Athletic League, Morehouse School of Medicine, Westside Works, Republic Waste Systems, United Way of Greater Atlanta, and local business associations.

Atlanta’s uneven economic recovery burdens lower-income neighborhoods. While crime rates dipped during the pandemic, there has been an uptick in violent and property crime in the BCN area. The Bowen Choice NTP safety strategy actively engages former residents and current community stakeholders in identifying priorities for improving public safety, such as increased police presence, community-based crime watch programs, better coordination of and with law enforcement, improved lighting, and security cameras, especially in and around areas of higher crime, and improved safety conditions in general for residents.

The Bowen Choice NTP will embed various strategies to reduce criminal activity since improving public safety requires a multi-pronged approach. The Atlanta Police Department’s Code Enforcement department can also help address blighted conditions that can shelter illegal activity. Outreach will include discussions with local businesses about hosting cameras and offering training and crime prevention awareness programs.

Strategy 3.2: Improve neighborhood health by utilizing recreational assets and activate parks and green space.

Bowen Choice Neighborhood Assessment participants, stakeholders, and neighborhood residents stated at public events and community meetings that

access to recreation centers and community spaces (79%) and exercise classes (47%) in the area would be most helpful in improving an individual’s health.

ACTION:

- Build out the existing Watkins Park with improved access and features;
- Purchase the land to the north of Bowen Homes to conserve existing forest to be used for recreational purposes;
- Build-out of trails throughout neighborhood to establish greater connectivity;
- Renovate the A.D. Williams Recreational Center and work with the Police Foundation for additional programming for youth; establish community space;
- Work with the Friends of A.D Williams Park to master plan the park and upgrade the facilities;
- Acquire a parcel of land to the south east of the Bowen site to improve site stormwater management (overflow) and passive park space.

OUTCOME: Increase in public greenspace in the BCN available for use by residents; length of trails established.

PARTNERS: City of Atlanta Department of Parks, APS, Conservation Fund, Police Foundation

In addition to the recreational assets on the Bowen Homes site, the City is committed to activating parks and greenspace assets in the adjacent neighborhoods and ensuring that the residents of the new Bowen Homes have adequate access to health care services. The City is exploring the purchase of the forested parcel to the north of the Bowen Homes property to serve as passive greenspace with trail connectivity to the north. A new playground will be opened at nearby Watkins Park which is 0.25 miles from the new

development and will offer another recreation amenity to the residents and especially young children in the Bowen Choice Neighborhood.

Strategy 3.3: Improve neighborhood health by identifying and attracting a grocer within the BCN, as well as alternative access to healthy foods.

ACTION:

- Identify and secure a location for the grocer;
- Remediate site if needed;
- Work with broker to locate grocer willing to locate in the BCN;
- Establish location for farmer’s market (potentially A.D. Williams School while vacant).

OUTCOME: Percent increase in public greenspace in the BCN available for use by residents; length of trails established.

PARTNERS: City of Atlanta Department of Parks, APS, Conservation Fund, Atlanta Police Foundation

Strategy 3.4: Improve the health outcomes of BCN residents with improved access to health facilities.

ACTION:

- Work with Morehouse School of Medicine to facilitate access to new satellite clinic in nearby Grove Park;
- Identify location on Donald Lee Hollowell to service medical and dental providers and assist in bringing providers to the area;
- Work with Invest Atlanta to provide incentives for health businesses.

OUTCOME: measured and increased number of medical and dental providers in the BCN

PARTNERS: Grady Healthcare, Morehouse School of Medicine, TBD

Strategy 3.5: Improve the educational outcomes of BCN residents with access to quality education from early Childhood learning to career in the APS Douglas Cluster.

ACTION:

- Identify a site and secure an operator for a quality Early Childhood Learning Center;
- Secure slots for children in the BCN to attend the YMCA program in nearby Grove Park;
- Work with APS on the redevelopment of the A.D. Williams Elementary School; until site is rebuilt, utilize for potential temporary location of services.

OUTCOME: measured and increased attendance at Early Childhood Learning Center and measured attendance and improvement in test scores of students in the BCN.

PARTNERS: APS, Grove Park YMCA, TBD.

Neighborhood serving schools are a critical economic development asset for a neighborhood, and high performing schools will be needed, if a healthy, thriving economically diverse neighborhood is to be achieved. The study area is located within the Douglass Cluster of the Atlanta Public Schools system and is contained within the attendance zones of Bazoline E. Usher/Collier Heights Elementary School, William M. Boyd Elementary School, John Lewis Invictus Academy and Frederick Douglass High School. All of these schools are in the bottom ten percentile in statewide performance. Although the physical plant of these schools is in excellent condition, they operate at limited capacity. APS is committed to improving the performance of these schools and is partnering with the City in the development of a transformation strategy. The Siegel Family Endowment is funding a \$300,000 strategy development effort that will be completed in the first quarter of 2023.

There have been ongoing discussions with

APS and AH about the condition and safety of the A. D. Williams School, which sits on the site and has been closed since the demolition of Bowen Homes in 2009. The site is important as it sits directly across from the location of the 1980 day center explosion, where a memorial plaza is envisioned. The buildings themselves maybe demolished, ideas on what to do with the area range from connecting the land to the open fields at A. D. Williams Park directly behind it or hosting a temporary environmental education center as a temporary location for the Center for Hard to Recycle Materials (CHaRM). CHaRM could host recycling drop-off sites, community events, and sessions offering convenings encouraging greater environmental awareness, primarily focused on young people.

Environmental Reclamation and Stewardship

Objective 4.0. Maximize the use of green infrastructure development and green living spaces to create a healthy community.:

Strategy 4.1: With local partners, assist in ensuring neighborhood housing initiatives incorporate energy-efficient and climate-resilient techniques and technologies.

ACTIONS:

- Establish educational program for community members to understand the benefits of energy efficiency and available certification programs;
- Collaborate with Southface, the US Department of Energy, and others to provide up-to-date information and guidance on potential funding sources;
- Help the developers to identify what is required to lower operating costs, and reduce the impact of rising new home prices on residents, including energy-efficient building construction, installation techniques, and technical expertise;
- Connect local developers to groups that can

assist with climate resilience strategies to reduce risks associated with climate change.

OUTCOMES: increased new built properties that achieve environmental and sustainable certification

PARTNERS: Southface Institute, Enterprise Community Partners, the Georgia Department of Energy and Watershed, Georgia Power, and other organizations. The team will help seek out funding for innovative technologies and to help educate new residents on how best to save money on utilities and ways to reduce their carbon footprint.

Atlanta’s primary climate changes over time include notable increases in extreme heat days per year (over 90° F), flash floods, and tornados. These disproportionately affect low-income families. They experience higher health crisis rates and missed school and workdays, exacerbated by lower rates of medical insurance and fewer doctors nearby. Additionally, Atlanta has one of the highest energy burdens in the country due to below-average incomes and an above-average number of single-family rental homes.

The development of clean, energy-efficient buildings means residents can live more comfortably physically and economically without health problems and with stable, affordable utility bills. In Georgia, climate change means more high heat days and flash floods and greater risks of tornadoes. Climate-resilient structures and site plans anticipate flash flooding. Site designs incorporate adequate drainage, holding ponds to gather runoff, and terraces for protection against erosion. Buildings can provide cooling areas on extreme heat days and safe places in the event of tornado warnings

Environmental Reclamation and Stewardship

Objective 5.0. Address brownfields with a community-driven approach to remediation and improvement of the land

A brownfield is a property for which the expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant . The presence or possible presence of such a hazardous substance, pollutant, or contaminant may complicate brownfield property expansion, redevelopment, or reuse . Residents of the BCN easily identify the sites in their neighborhood that require cleanup. These vacant lots and abandoned properties are unattractive, deteriorating, and lower property values. Multiple studies have shown they pose safety risks to children and contribute to reduced health outcomes for neighbors nearby.

In 2021, a Brownfields Inventory Report identified potential brownfield sites within the focus area of Groundwork Atlanta, a local advocacy organization. The focus area included the BCN, as part of the City of Atlanta’s FY2017 Environmental Protection Agency (EPA) Brownfield Community-wide Assessment Grant and the FY2020 Assessment Grant. The report identified nine potential brownfields within the BCN. While not an exhaustive list, it included several vacant, overgrown lots, two sites on either side of the historic entrance to Bowen Homes, an abandoned gas station, and an empty grocery store.

Several other sites with known contamination within the neighborhood include the Bowen site and adjacent parcels not identified by the inventory. In May 2022, the EPA announced that the City of Atlanta would receive Brownfield Revolving Loan Fund (RLF) Supplemental Funding. The City of Atlanta identified the Bowen site as one of the projects to receive potentially up to \$1,000,000 in funding to support remediation activities.

Strategy 5.1: Reclaim and repurpose brownfields and vacant buildings.

ACTIONS:

- With CHaRM, develop an on-site recycling center and environmental education center;
- With partners, acquire site and secure brownfields designation to remediate and reclaim for productive reuse;
- With partners, assist neighbors in cleanups of existing dumping sites.

OUTCOMES: Established recycling center in the neighborhood; reduced acreage designated as contaminated.

PARTNERS: Live Thrive, City of Atlanta, Invest Atlanta

Atlanta has fortunately made great strides in recent years in its efforts to address environment challenges that plague traditionally low income neighborhoods like the ones within the BCN. City ordinances over the past ten years have required eligible residential and business property owners to improve energy efficiency and increase recycling. These ordinances have increased the demand for solutions from the city’s environmental sector, including for and non-profit sectors, creating great opportunities for collaboration in the BCN.

Live Thrive is a non-profit that empowers people, organizations, communities, and businesses to make positive, healthy, and sustainable changes to the environment. It operates the Center for Hard to Recycle Materials (CHaRM), a program that gathered over 13 million tons of recycled waste in 2021, primarily through its drive-through drop off centers. CHaRM is preparing to expand to a location in Bowen and offer more community education initiatives. Because CHaRM does not process materials on-site, the visual and physical impact is different from a typical recycling center. To raise awareness of these issues and promote change in attitudes about the importance of recycling, the center will offer a hands-on, immersive learning environment anchored by CHaRM, with additional grounds and facilities for ecology,

energy and resource efficiency, and climate resilience lessons.

Strategy 5.2: Reduce and mitigate hazards related to air quality or other environmental hazards in the neighborhood.

ACTIONS:

- With residents and partners, identify air quality concerns and where they are potentially coming from;
- With partners and applicable agencies, collaborate on a plan to improve air quality;
- Connect with organizations working to achieve environmental justice;
- Use appropriate mitigation while developing the Bowen site.

OUTCOMES: Reduction in measurable hazardous air quality.

PARTNERS: Emory University, TBD.

Atlanta’s air quality rankings have been improving for some of the most harmful and widespread types of air pollution: particle pollution and ozone. Unfortunately, Atlanta still has the fourth poorest air quality in the Southeast. Climate change increases carbon dioxide levels in the air, exacerbates mold in homes, and triggers pollen season earlier. Recent data shows Atlanta reached record pollen counts in early 2022 before the typical start of the pollen season. Trucks traveling through the area to I-285 add to the toxic fumes. So do illegal dumping and pollutants from businesses that are non-compliant with required emissions and hazardous waste disposal regulations. Allergic reactions trigger asthma attacks and hospitalizations, which often mean lost school days and work hours.

Remedying these conditions will improve health outcomes, resulting in fewer hospital visits and medical bills, and less disruptive work and school performance. Addressing these issues will also improve property values and quality of life. Strategies include working

with residents and organizations specifically targeting air quality, with tools, resources, and expertise to enhance the air quality in the Bowen Choice Neighborhood.

Strategy 5.3: Collaborate with and support existing organizations working to achieve environmental awareness, education, and justice.

ACTIONS:

- With partners, help local businesses to improve their recycling and waste removal practices;
- Work with the deconstruction industry to create jobs and businesses in the area to help manage waste in the area.

OUTCOMES: number of businesses enrolled in the program, number of residents trained in the deconstruction workforce development program.

PARTNERS: Center for Hard to Recycle Materials, Lifecycle Building Center, City of Atlanta Office of Resilience, Republic Waste Systems, Proctor Creek Stewardship Council, Groundwork Atlanta, Atlanta Board of Education, Redeemed Christian Church of God,

In addition to the placement of the Center for Hard-to-Recycle-Materials (CHARM) on site, AH is teaming with the Lifecycle Building Center (LBC), a non-profit focused on increasing the reuse of materials in the residential and commercial building sectors. LBC’s “Breaking Barriers through Deconstruction” workforce development project focuses on creating a deconstruction (“decon”) and reuse industry that will help create economic opportunity for vulnerable populations with barriers to employment. Deconstruction presents a unique opportunity for residents to engage in an industry that provides 7 jobs for every one job in demolition, with access to even more

jobs through the creation of marketplaces for the building materials that are reclaimed. Our program is designed to bring low-skilled workers into the deconstruction, construction, trades, facility management, and relevant industries, providing opportunities for long-term employment and self-sufficiency, decreasing homelessness, and ultimately eliminating cycles of poverty. Atlanta Housing is currently engaged in a partnership with LFC in its own construction and property management division and is looking to expand the partnership to include opportunities to manage waste removal and reduce illegal dumping in the neighborhood.

This program will jumpstart the further development of the deconstruction and reuse economy in Atlanta, with goals to:

- Create jobs in deconstruction and reuse for individuals with barriers to employment;
- Utilize salvaged materials to create economic opportunities in the local community through the creation of new deconstruction and reuse businesses.
- Increase diversion of usable building materials from area landfills.

Through the "Breaking Barriers" program, LFC offers deconstruction training to help grow the reuse economy in Atlanta and provide more jobs and materials to people in need who are at or below the poverty level, including those who are homeless or at imminent risk of becoming homeless. The end goal of the program will be to train 20 residents with an ultimate self-sustaining employment rate of 70%.

Connectivity

Objective 6.0.: Implement a public infrastructure and facilities plan that promotes improved mobility, safety, education, and community development throughout the Bowen Choice

Neighborhood.

Strategy 6.1: Connect the Bowen Site and the Bowen Choice Neighborhood by constructing or improving public roads and streets.

ACTIONS:

- Coordinate with city agencies and departments to facilitate street upgrades to the neighborhood, increasing opportunities for connection to the Bowen site;
- Partner with the West Hollowell Working Group to realize items on its project list within the BCN boundary that align with the Bowen Choice NTP priorities, particularly infrastructure improvements, retail and commercial upgrades along DLH and transit upgrades.

OUTCOMES: number of public improvements installed; number of public infrastructure improvements completed;

PARTNERS: City of Atlanta, Georgia Department of Transportation (GDOT).

The two primary thoroughfares in the BCN are state roads that cut the Bowen site off due to the traffic and truck volumes, higher allowable speed limits, and road design. Addressing these barriers is critical to connecting the Bowen site to its surroundings.

The BC Neighborhood Transformation Plan integrates all the anticipated physical upgrades with those focused on improving everyday livability for residents, including expanded mobility, safety, education, and community development in several ways.

Improved neighborhood connectivity will rejoin Bowen Homes to the surrounding neighborhoods, and the growing number of recreational and employment assets on the westside. Street and sidewalk improvements, improvements to the Hollowell corridor, and a new multi-use trail, in addition to the new public infrastructure within the former Bowen Homes development, will ensure that the property is seamlessly integrated into the

surrounding neighborhoods.

- First, the City is committed to reconstituting Peters Street to ensure that the proposed new entrance to the redeveloped former Bowen Homes site provides direct access into the Carey Park neighborhood and links the former site to the surrounding residential areas;
- Second, the Georgia Department of Transportation (GDOT) is in the design phase for improvements along the Hollowell Corridor to improve traffic flow, improve neighborhood access and increase safety;
- Finally, the City is working with several private land owners in the neighborhood to design and build a spur trail from the Bowen Homes site to the Proctor Creek Greenway, which ultimately connects to the Westside Park, the future Microsoft campus and to the Atlanta BeltLine trail. The trail will act as a critical element of a strategy to unite the west side neighborhoods to the burgeoning economic assets to their north and east.

As a Bowen Choice NTP priority, the plan is to create or reconstruct intersections connecting site-specific streets to the neighborhood, especially across primary arterials, such as constructing a link between the Bowen site and Carey Park. Such a new street would create a signalized intersection and pedestrian crosswalk at James Jackson Parkway, knit the two neighborhoods together, and create a gateway to the Bowen site. That improvement is a critical near-term catalyst for the success of the Bowen Choice NTP.

Pedestrian and bicycle access across James Jackson Parkway is essential. A multi-use trail crossing would allow a northward trail extension to tie into the Proctor Creek Greenway and on to the Chattahoochee River. Extensions from Hollywood Road to the nearby West Highlands neighborhood and Westside Park are essential to current connectivity efforts in the area. Outside the BCN, the new street will provide a much-needed east-west link in Atlanta's street

system, facilitating broader neighborhood redevelopment.

Strategy 6.2: Make roads and sidewalks safer.

77% of the Bowen Choice Neighborhood Community Needs Assessment responses indicated that walkability was essential for the BCN, and 72% said they were concerned about the lack of sidewalks. Residents within the BCN often raise concerns about the dangers of broad streets with few crossings and the need for greater and safer access to public transportation.

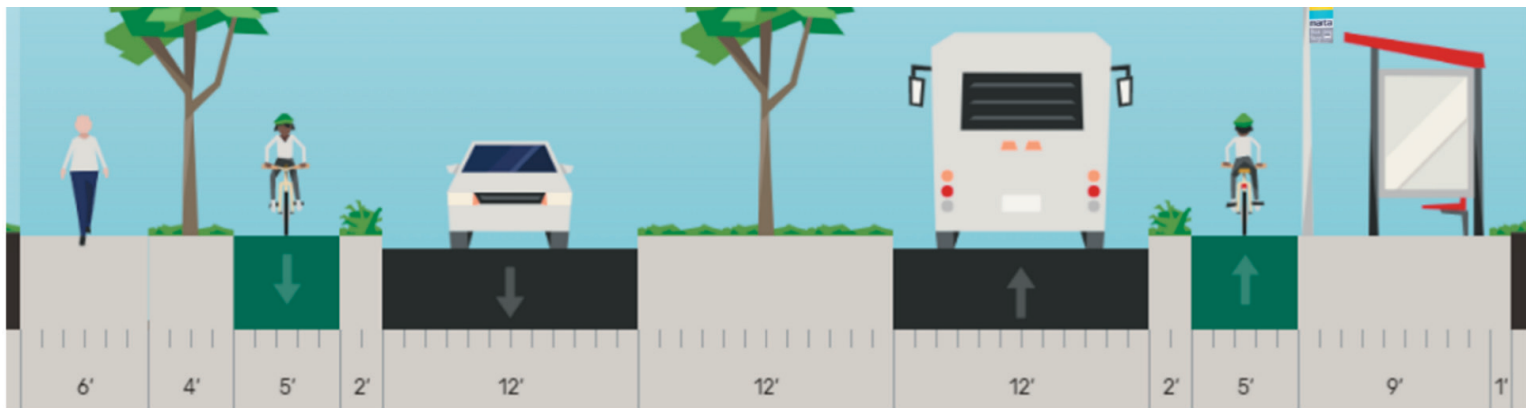
ACTIONS:

- Coordinate with appropriate departments and partners to install traffic-calming streetscapes. Include sidewalks, trees, lamp posts and fences, landscaped berms, and narrower streets as appropriate to slow down vehicular traffic;
- Promote non-vehicular movements with bike lanes and wide sidewalks;
- Install traffic lights and pedestrian crossings at key intersections and reduce speed limits with the support of appropriate transportation departments.

OUTCOMES: Installation of recommended items.

PARTNERS: City of Atlanta, GDOT

What may look like a street grid on a map is often unused rights-of-way. Also, there are limited outside connections to serve the existing choppy street and sidewalk system. Street connections east to west, linking the neighborhoods, will support neighborhood development. Safe and continuous pedestrian and bicycle access and facilities are essential; they can support efforts to develop infill housing and will be a priority. GDOT has



indicated progress on plans to create a traffic-calming roundabout at the Northwest Drive and James Jackson Parkway intersection, just north of the proposed entrance to the new site.

Developed in the 1960s as a highway connection and “redline,” James Jackson Parkway is an auto-oriented corridor with incomplete sidewalks, sporadic transit stops, and wide lanes encouraging fast driving speeds. It is a physical and unsafe barrier between the Bowen site, Collier Heights, and Carey Park. A redesign to accommodate pedestrians, cyclists, and transit riders, while still meeting GDOT’s needs will connect these neighborhoods fully.

Another priority for safety is Hightower Road, which spans north to south through the entire Carey Park neighborhood, connecting Hollywood Road to James Jackson Parkway. This road has little sidewalk connectivity, accommodates MARTA bus route 60, and could be a better corridor for connectivity throughout the neighborhood. This plan recommends improving the street’s lighting and completing the sidewalk connections on

both sides.

Strategy 6.3: Expand public transit and ride-sharing.

77% of the Bowen Choice Neighborhood Community Needs Assessment responses selected public transportation as the missing essential feature and the most crucial in the BCN. Residents within the BCN require access to a greater variety of transit options.

ACTIONS:

- Work with MARTA to expand bus stops and shelters, add bus routes and increase frequencies;
- Explore cost reduction initiatives with MARTA and Reach (MARTA’s on-demand transit pilot) and ride-sharing programs such as Lyft or Uber;
- Continue to connect with and advocate for plans to extend the bus rapid transit system along the DLH corridor.



frequencies;

- Explore cost reduction initiatives with MARTA and Reach (MARTA’s on-demand transit pilot) and ride-sharing programs such as Lyft or Uber;
- Continue to connect with and advocate for plans to extend the bus rapid transit system along the DLH corridor.

Public transit in the BCN area includes two bus routes along the main corridors. Bankhead Station, two miles east, is the closest MARTA rail station. Bankhead Station is four stops from Downtown Atlanta and a 25-minute rail commute to Hartsfield-Jackson airport. Increasing public transit options to the site will improve the community’s access to jobs and services and increase residential and commercial market viability.

MARTA has long-term plans to build bus rapid transit (BRT) on DLH Parkway from downtown to the Bankhead Station. The Atlanta City Design envisions the BRT continuing farther west. While the BC NTP addresses improved street sections for DLH Parkway in the interim, improving conditions for pedestrians, cyclists, and transit users, a longer-term solution would be to accommodate the BRT and include a station at the Bowen site.

Environmental Stewardship

Objective 7.0: Elevate the area’s natural resources through conservation, restoration, education, and active use of green space.

The green space in the BCN is one of its greatest assets. Unfortunately, these

areas which are vacant or damaged by environmental hazards over the years have also attracted illegal dumping, toxic waste, and runoff. Additionally, the frequency of combined sewer overflows has severely impacted the health of Proctor Creek.

Historical records show a furnace operator began dumping waste into Proctor Creek in 1900. The communities around Proctor Creek are “still dealing with the ramifications of environmental injustice over 100 years later, in the form of recurring flooding, sewer overflows, and outdated infrastructure. These lead to higher risks of pathogens, which bring disease. The area is also facing displacement caused by gentrification, and lack of green space, increasing the prominence of environmental justice issues.” This includes higher incidents of diseases like asthma, headaches, and allergies, which often lead to more lost workdays and school absences, compounding the issues.

Careful planning and intentional redevelopment can lead to better stewardship of the natural environment. Designing for watershed protection is critical for the BCN area. Individual projects should analyze what lies beyond their property and integrate the surrounding areas into their designs. That integration is necessary from a watershed management perspective.

The larger ecological and neighborhood context requires consideration for each new project to be productive and beneficial to the entire community. Restoring the natural resources in the BCN area can attract new residents to the community, increase economic opportunity, and enhance the quality of life. But as growth continues, development must minimally impact the tree canopy, waterways, recreational areas, and the natural landscape. Different topographic features require various green infrastructure interventions, which lead to designs that respond to, rather than alter, the physical and biological functions of the landscape.

Strategy 7.1: With partners, identify and implement conservation and restoration projects.

The Conservation Fund identified low income communities as priority areas for acquisition and investment, to protect open spaces: “Atlanta historically has had one of the nation’s lowest percentages of park space per capita. Many of the poorest neighborhoods are surrounded by urban development and suffer unforeseen problems from lack of green space, such as flooding and sewage backup.”

ACTIONS:

- With partners, assist in restoring Proctor Creek and A. D. Williams Creek.
- With partners, invite Adopt-A-Space restoration programs.
- Acquire parcels for conservation.
- Establish a conservation education center.
- Assist in the purchase and preservation of The A. D. Williams Creek Urban Forest property through partnerships with TPL, the Conservation Fund, and the Atlanta Tree Trust fund .

OUTCOMES: number of vacant sites restored, established conservation center, completion of projects

PARTNERS: Conservation Fund, City of Atlanta.

The physical and environmental impact of the Bowen site redevelopment can extend beyond the 74 acres, and conservation and restoration projects in BCN can address natural resources and brownfields.

Notably, in August 2022, the Conservation Fund purchased the 74-acre site of the Chattahoochee Brick Company, an Atlanta-based company notorious for using African American convict labor in the 1900s. That site, about three miles north of the BCN, will be

<https://www.conservationfund.org/projects/parks-with-purpose-in-atlanta>

turned over to the city for development as a greenspace overlooking the Chattahoochee River and as a place of memory. The Tree Trust Fund is in discussion with the city of Atlanta to make a similar arrangement with two urban forests in the BCN.

Proctor Creek runs about nine miles from downtown to the Chattahoochee River, and its watershed is about 16 square miles. Numerous smaller tributaries flow into Proctor Creek and its branches connect about 38 neighborhoods within the watershed. There is active progress towards cleaning up the watershed to improve the environment and quality of life for residents. This greenway forms the northern boundary of the Bowen Choice Neighborhood, and the strategic acquisition of adjacent land parcels between the site and the greenway allows for a connecting trail between the Bowen site and the Proctor Creek Greenway, currently being expanded by the City of Atlanta, with eventual trail connections to the riverside site. We will partner with the organizations working to clean up the Neighborhood’s waterways to identify sites that will promote their efforts and spread their impact by making it easier to visit.

Strategy 7.2: With partners, encourage active use of green space.

ACTIONS:

- Build nature trails and informational kiosks within forests and green spaces;
- Host educational events and walks highlighting the benefits of communing with nature and visiting open spaces;
- Acquire parcels that provide park space, walking paths, and nature treks;
- Install pocket parks and play areas within the green space;
- Establish community gardens with residents and community organizations.

Several community improvement projects specifically seek to create parks, trails and education centers to encourage the use of abundant green space in the area.

1. A. D. Williams Creek Urban Forest: The privately-owned “urban forest ” north of the Bowen site surrounds A. D. Williams Creek and includes abandoned concrete trails weaving through it. If reconstituted, they could connect to the broader surrounding trail network, ultimately leading to the future Proctor Creek Greenway to the north and, eventually, the Chattahoochee RiverLands trails. Its conservation will also help to maintain existing or bring repair to damaged tree canopy coverage and increase usable green space. It could be part of an outdoor lab for the proposed environmental education center, especially for the Coretta Scott King and BEST Academies which it runs behind.



2. **Watkins Park:** Owned by the city of Atlanta, Watkins Park is a small open space about four blocks from the former Bowen Homes site. It is a vacant lot, with no facilities and no plans. With the permission of the city’s Parks & Recreation Department, AH designed Watkins Park as the site of its third “Doing While Planning” project, to create an educational play space, including a book nook, active play area and benches for teens and caregivers to gather. AH and Living Playgrounds hosted a community event in April 2022, co-sponsored by Longline Holdings and Urban Oasis Development. to gather design ideas. This short-term project initiated the development of a new park space for community residents to meet and play together. The new park will connect directly to the Bowen site with plans to extend St. Peter’s Street



Partners may include:

Atlanta Department of Watershed Management, Environmental Protection Agency Region 4, Georgia Department of Natural Resources, Environmental Protection Division, West Atlanta Watershed Alliance, Georgia Conservancy, City of Atlanta Parks & Recreation, Atlanta Board of Education, Trust for Public Land, The Conservation Fund, Southface, Proctor Creek Stewardship,

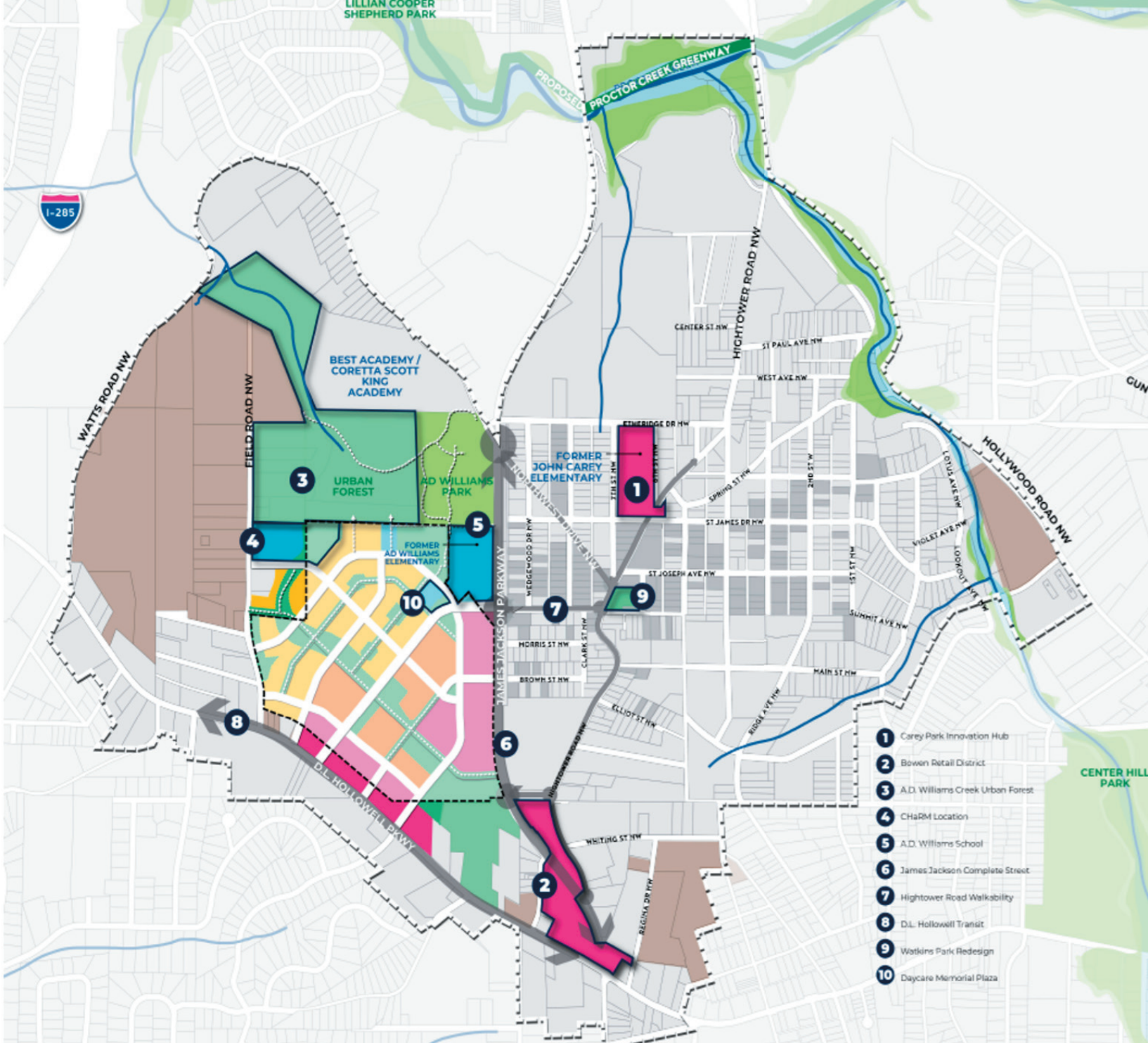
Groundwork Atlanta, Department of Parks and Recreation, Field Road Partners LLC.

C. Proposed BCN Critical Community Improvement Projects

During community workshops, outreach to local business owners, and interviews with AH partners, discussions were held about various projects in the Bowen Choice Neighborhood that would help to achieve the higher goals and objectives of the plan. The consensus included the following proposed community improvements, which are described more fully in the objectives to which they are tied. These projects are anticipated to be delivered over the life of the Bowen Choice NTP.

- 1. **Carey Park Innovation Hub: Objective 2.2**
- 2. **Bowen Retail District: Objective 2.3**
- 3. **AD Williams Creek Urban Forest: Objective 7.2**
- 4. **Environmental Education Center and CHaRM Location: Objective 7.2**
- 5. **A. D. Williams School: Objective 3.5**
- 6. **James Jackson Complete Street: Objective 6.2**
- 7. **Hightower Road Walkability: Objective 6.2**
- 8. **Donald Lee Hollowell Transit: Objective 6.3**
- 9. **Watkins Park Redesign: Objective 3.2**

Projects on the former Bowen Site including Memorial Park and Town Center are included in the Housing chapter.





07 HOUSING

VISION

RESIDENT AND COMMUNITY INPUT

THE HOUSING MARKET

THE BOWEN SITE DESIGN

FRAMEWORK THE BOWEN SITE

PLAN

THE BOWEN HOUSING PROGRAM

BOWEN HOUSING PLAN GOAL

HOUSING VISION

HOUSING

A. Vision.

The former Bowen Homes site is transformed into a true interconnected neighborhood that fosters community well-being, with diverse and equitable housing with a mix of uses and amenities, offering opportunity for economic prosperity for its residents.

Delivering quality affordable housing is the cornerstone of Atlanta Housing’s mission and expertise, there is an unprecedented opportunity to bring more than housing to the former Bowen Homes site that is truly transformational. This chapter describes the Housing Plan for the Bowen site. There are three drivers of the plan as detailed in this section that inform the Bowen Housing Plan:

- 1. the community engagement process described in Chapter 3, with former Bowen residents, community members and stakeholders that influenced the vision for the layout, housing types, plazas and open spaces, and street connectivity to the neighborhood;
- 2. a market assessment completed in 2019 by the KB Advisory Group and updated in 2022, which influenced the market viability, unit distribution and timing; and
- 3. the site framework and physical development considerations, which influenced the plan’s scale and scope, infrastructure designs and phasing considerations.

With an exceptional development partner on board, the Bowen Choice Neighborhood is poised to rebuild Bowen Homes and to establish a new urban center that will transform the neighborhood and accommodate some of the aggressive growth projected for the westside.



B. RESIDENT AND COMMUNITY INPUT

The community engagement process is described in Chapter 3. The feedback from that process particularly as it relates to the Housing plan are included here.

a. Development Priorities from Former Bowen Residents

- Almost two-thirds of former Bowen Residents (65%) surveyed expressed an interest in moving back to the Bowen site when it is redeveloped. Twenty percent were unsure of their likelihood to return and 14% responded that they do not have an interest in moving back.
- Connectivity to adjacent areas is critical, particularly the Carey Park neighborhood at St. Peters Avenue.
- Some Focus Group members accepted higher density housing including the former Bowen Residents with the caveat that it should be located and designed carefully.
- Some level of homeownership product is essential. For-sale development should balance rental housing on the site and include various types.
- As far as housing typologies, former Bowen Residents preferred single family homes, townhouses, accessory dwelling units,

and duplex housing models. Residents also preferred rental units in smaller apartment buildings facing courtyards over larger apartment blocks overlooking streets.

- Roughly one-third of former Bowen Residents need two- and three-bedroom units (28% of families had school-age children).
- Density should transition from east / southeast to west / northwest. The Bowen site density should be highest along the James Jackson Parkway and Donald Lee Hollowell Parkway corridors and scale down toward the site’s interior.
- Include a “Central Park.” Several former Bowen Residents mentioned a desire for a formal open space surrounded by taller buildings.
- Provide a mix of typologies and styles. There was no preference for a particular development typology, but there should be a diverse balance of housing across the site.
- Former Bowen Residents favor affordable housing with a redevelopment design that prioritizes walkability on the Bowen site, and development practices that do not lead to gentrification.
- Residents want to utilize a street framework that will be the easiest for future residents to navigate, and to preserves trees.
- There is a strong desire to remember and recognize significant events, residents, and community figures on the Bowen site. Based on the Parks, Plazas, Public Art Mini-survey, over 65% of the former Bowen Residents would like to see the 1980 Bowen Daycare Center memorialized on the Bowen site.
- The redevelopment should include community gardens and a new grocery store.

b. Development Priorities from the Community

The development planning process also brought design studies and technical considerations such as density, land coverage and housing prototypes, to extensive and highly interactive conversations with key stakeholders. These forums included public workshops, Steering Committee meetings, multiple Focus Group meetings, and consultations with City of Atlanta staff, on housing, green infrastructure, conservation, and mobility. Several development priorities emerged, including:

- Balancing between higher density multifamily buildings to accommodate a substantial new population, and lower density housing that provides homeownership opportunities;
- Preserving affordability with a diversity of mixed income housing types;
- Improving internal and external connectivity through new streets and trails that work as both multimodal corridors and high-quality public spaces;
- Providing adequate parking to serve the new community, while anticipating future high-capacity transit service as well as resident use of non-motorized vehicles;
- Allocating land for commercial development to strengthen the local economy and provide jobs, especially in the Donald Lee Hollowell corridor (a quality grocery store was of special interest);
- Managing all stormwater on the Bowen site through a combination of artfully designed areas to catch water runoff, and to a lesser extent detention ponds that store water over time;
- Building a wide variety of new open spaces including a central park that provides areas for community celebrations, passive and active recreation, and access to nature;

- For travel, respondents use their own vehicle (76%), use MARTA bus service (49%) or use MARTA rail service (39%). Nearly one-third (31%) expressed that access to transportation plays a big part in how easy or hard it is to get around because they have no access to transportation. Nearly the same number of respondents (30%) have access to transportation, so it is not a very big factor in their ease of getting around.
- Residents mentioned maximizing the potential for lifelong education, especially as it relates to economic development, innovation, and the environment; and
- Bowen Homes offers an opportunity to provide community resources on site. When asked, residents identified a library, an elementary school, a Boys & Girls Club, and a health center among their highest priority community resources.

These priorities formed the objectives and strategies to achieve a housing plan for the site that maximizes market opportunity while meeting the priorities and desires of former Bowen Residents and welcoming new families to the transformed property.

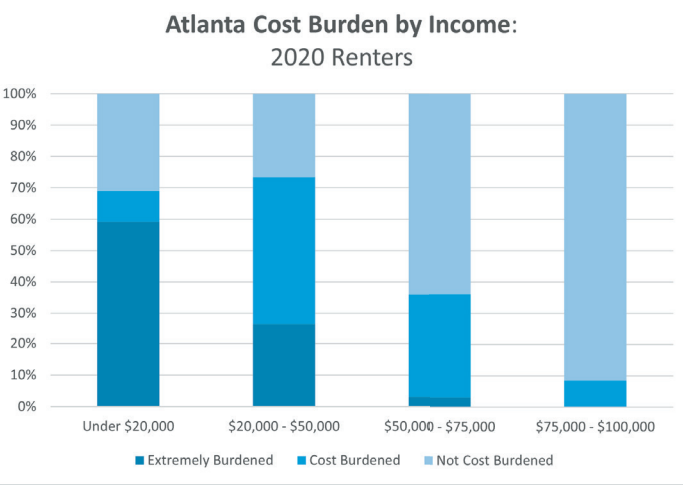
C. THE HOUSING MARKET

a. The Atlanta Market

According to a 2021 study by Freddie Mac, Atlanta is at the heart of the fourth-fastest growing metropolitan area in the country. Furthermore, the Atlanta Regional Commission projects that the region will remain a national leader in both population and employment growth for the next 30 years. The world's largest companies are locating major offices within a few miles of the site. Climate change has brought an influx of new residents, as weather conditions intensify along the southeastern seacoast. Atlanta also hosts some of the country's largest and most

sophisticated educational institutions, which will continue to drive economic, social and industrial innovation.

Atlanta's growth has contributed to significant increases in housing costs, but wages have not kept up. Per Apartment List, between 2017 and 2021, the average rent in Atlanta climbed from \$1,147 to \$1,419 per month (23% increase). The median home sales price increased from \$232,500 to \$385,000 (66%) during that time. In the same period, Atlanta's average hourly wage increased less than 10%, from \$28.84 to \$31.50, an increase of about \$2.70 an hour. Nearly half of all Atlanta households making less than \$50,000 per year were cost-burdened. However, the amount of available public subsidies and housing assistance resources have not increased to match the need.



According to a 2019 study by the Federal Reserve Bank of Philadelphia and the University of Chicago, Atlanta had the country's fourth highest percentage of census tracts where residents are facing displacement or gentrification pressures. On top of this, recent census data shows that, for the third time in a row, Atlanta has the highest income inequality of any major metro in the country, according to Bloomberg, who has conducted the study since 2016. "Driving much of Atlanta's income inequality, experts say, is the city's entrenched racial disparities which took root generations ago," according to coverage by the Atlanta Journal-Constitution.

More recently, Atlanta has become the focal point of investor-led acquisitions of single-family homes in the U.S. In the first part of 2022, investors bought one-third of all single-family homes that sold, the highest rate in the country. This pattern is leading to evictions, displacement, loss of affordable housing and the rapid gentrification of historically affordable neighborhoods. Additionally, in the first quarter of 2022, Atlanta led the country's multi-family property sales by volume.

All of this growth and change has meant families are squeezing into new places, and areas that have not seen development in decades. Change is coming to the historically disinvested Atlanta Westside with its low cost of land and location. Bowen Homes represents one of the last opportunities ensure quality affordable housing at scale in a healthy mixed-income community.

The Bowen Neighborhood Market

Located on the west side of the city, the Bowen Homes site is situated in the Brookview neighborhood adjacent to the Carey Park neighborhood. The most recent real estate market study for the site was completed in August 2022. The market area included the Bowen Planning Area (BPA in red), and a broader area approximately five miles wide, the Primary Market Area (PMA, in blue), were used in the market study to help determine demand and economic drivers impacting the Bowen Planning Area and the Bowen Site.

These analyses looked at regional and local economic, demographic, and real estate data, including other professionals and city officials, to consider current and future trends, housing needs and shortages. The market study considered trends in the whole city and within a market area around the site and looked at existing housing and commercial property types. The purpose of the market study was to measure the potential demand for different housing types over the next ten years, to

inform what kind of development plan is appropriate for the site. See Appendix: "Bowen Choice Neighborhood: Transformation Plan Market Study: An Atlanta Housing Initiative," February 2022.

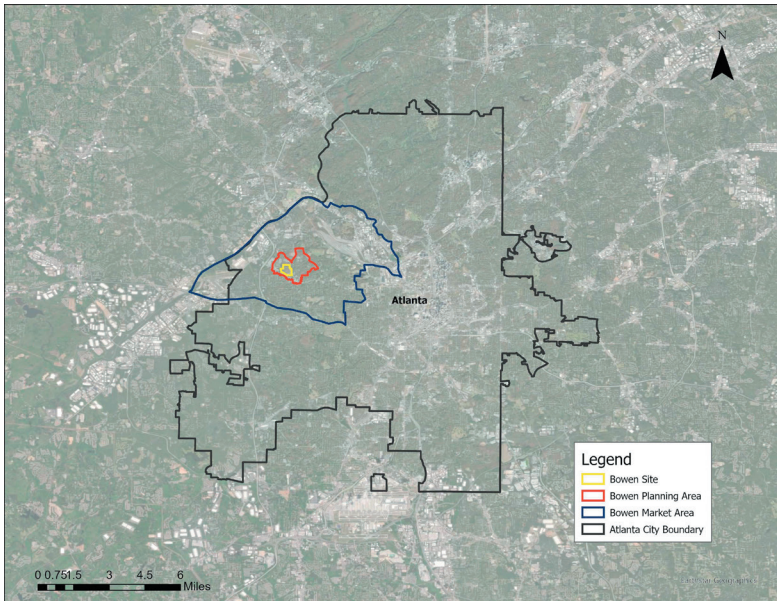


Figure 2 The Bowen Choice Neighborhood Transformation Plan Market Study addressed housing need in the Bowen Planning Area (red) and the Primary Market Area (blue).

Summary of findings

- The housing demand analysis concludes there is demand for up to 2,400 units over the next 10 years on the site. This total annual demand splits between approximately 80% for-rent units and 20% for-sale units. Results reveal the potential for up to 530 for-sale units.
- Demand analyses reveal the potential for up to 1,891 units in the for-rent mix at the Bowen site. Low-income renters, those households earning less than 30% area median income, are the largest single segment of demand which emphasizes the need for subsidized housing to fit the site's demands.
- It is likely that as market conditions improve in the planning area, the time it will take for for-rent market-rate housing units to be filled will improve, potentially opening up the opportunity for additional units or quicker take up on the site.

• The market analysis and business surveys indicated that it is unlikely the community can support any significant neighborhood commercial spaces internally due to limited market support from the lower-density/ lower-income nearby neighborhood. Realities point to the importance of integrating the redeveloped Bowen site into and investing in the surrounding neighborhood to create a whole, thriving, and sustainable place. However, most of the burden of creating such a place will be on Bowen housing to bring residents back in the near term.

Regional trends affecting market demand

- Metro Atlanta job growth was almost double the nation's rate of growth overall in 2021 and is anticipated to grow by 35% by 2050. This is due to the surge in companies relocating to Atlanta many of which are settling in Midtown and West Midtown, to be close to local universities. These are in close proximity (within 6 miles) to the Bowen site;
- The City of Atlanta has shown positive annual population growth rates from 2010 to 2020 despite trends and data demonstrating declining populations in many large American cities;
- The City of Atlanta population is growing faster than the region overall and has the fourth-highest growth rates in the nation compared to similar-sized cities. This is due to job growth, climate migration, proximity to the world's busiest airport, and relative affordability compared to other cities of comparable size.



Local trends affecting market demand

- As noted in the market study, the population in the Bowen Planning Area increased by 6% from 2010 to 2021, compared to 14% in the larger Primary Market Area (defined above);
- The number of households in the Bowen Planning Area increased by 9% from 2010 to 2021, compared to 19% in the surrounding Primary Market Area;
- There is a mismatch between employment opportunities and residents in the market area. Nearly all market area residents work outside of the area, while 97% of workers commute into the market area for the 22,000 jobs in the market area. Those jobs are primarily in wholesale trade, manufacturing, and construction industries.

The economic growth in Atlanta has significantly impacted the neighborhoods within the Primary Market Area, surrounding the Bowen Choice Neighborhood. Evidence of this growth is showing up in nearby neighborhoods like Almond Park and Grove Park as sharp increases in rising home values, increased household mortgage costs, and household income. These growth trends have yet to influence the Bowen Choice Neighborhood to the same degree. However, current and likely future growth nearby and expected private and public investments point to anticipated heightened development pressures pressing into the Bowen Choice Neighborhood and at the Bowen site.

The chart shows in summary the potential demand by housing type and market segment for rental and homeownership housing opportunities on the site, over ten years, as of August 2022. Given the demand for housing in Atlanta, especially affordable rental, a housing plan of 2,000 units built over ten years is not unreasonable and might prove to be modest in years to come.

Table 5.1: For Sale Potential Housing Demand			
	AMI RANGE	RANGE	TOTAL
Very Low Income Single Family Detached	< 30%	\$110,000	
Low Income Single Family Detached	30% - 80%	\$230,000	20
Unrestricted Single Family Detached	> 80%	and up	166
Very Low Income Townhouse	< 30%	\$110,000	
Low Income Townhouse	30% - 80%	\$230,000	106
Unrestricted Townhouse	> 80%	and up	115
Very Low Income Multi-family	< 30%	\$110,000	
Low Income Multi-family	30% - 80%	\$230,000	90
Unrestricted Multi-family	> 80%	and up	33
TOTAL			530
Table 5.2: Rental Potential Housing Demand			
	AMI RANGE	PRICE	TOTAL
Very Low Income Single Family Detached	< 30%	\$875	
Low Income Single Family Detached	30% - 80%	\$1,750	45
Unrestricted Single Family Detached	> 80%	and up	46
Very Low Income Townhouse	< 30%	\$875	
Low Income Townhouse	30% - 80%	\$1,750	28
Unrestricted Townhouse	> 80%	and up	55
Very Low Income Multi-family	< 30%	\$875	276
Low Income Multi-family	30% - 80%	\$1,750	933
Unrestricted Multi-family	> 80%	and up	508
TOTAL			1891
For Sale Mix			
			Subtotal
Very Low Income	< 30%	\$110,000	0
Low Income	30% - 80%	\$230,000	216
Unrestricted	> 80%	and up	314
TOTAL			530
Rental Mix			
			Subtotal
Very Low Income	< 30%	\$110,000	276
Low Income	30% - 80%	\$230,000	1006
Unrestricted	> 80%	and up	609
TOTAL			1891
TOTAL POTENTIAL DEMAND, ten years			2421

D. THE BOWEN SITE DESIGN FRAMEWORK

Where the roads and services will be laid out across the site influences where the housing will be able to be situated, and by how much. Leaning into the community feedback and the overarching guiding principles, the design for the street framework plan lays out a strategy for the development of the site based on the layout, stormwater management requirements, and land use objectives.

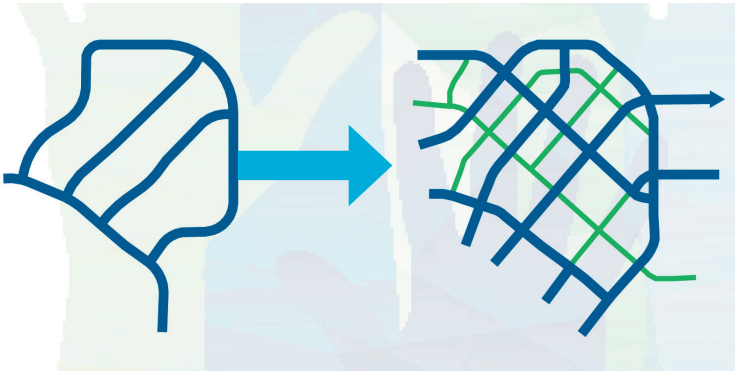
Gathering up this feedback and analyses, teams of designers, engineers and residents worked closely to lay out potential site designs, street alignments, green infrastructure, open spaces, and housing.

a. The Street Framework Plan

The street plan was developed based on an

analysis of topography, soil and hydrology conditions, stormwater management requirements, and need for connectivity. The way streets are designed affects the access to the site, within the site, and the way people connect. Because there is so much hard surface associated with the street system, it has a significant effect on the environment and climate resiliency and is tied to choices made about stormwater management. Lastly, the development plan for the whole site, and specifically the housing plan, are impacted because the housing, commercial, and community structures as well as the greenspace are built in the blocks created by the street plan.

The street framework recalls but improves the former Bowen Homes street grid and provides more opportunities for walkability and stormwater management.



THE PROPOSED STREET FRAMEWORKS RECALLS THE FORMER STREET GRID AND PROVIDES MORE OPPORTUNITIES FOR WALKABILITY AND STORMWATER MANAGEMENT.

The street network and open spaces focus on better internal walkability and connecting the Bowen site to the surrounding neighborhoods. Two major street corridors pass through the Bowen site and connect Donald Lee Hollowell Parkway to Carey Park following Chivers Street and Wilkes Circle. Other internal streets

provide a walkable network and additional pedestrian and vehicular connections to Field Road, Donald Lee Hollowell Parkway, and James Jackson Parkway. The plan follows a similar layout that optimizes the street grid. Where possible, parks are located where a significant number of existing specimen trees can be retained, or where stormwater management opportunities exist. Some of these areas overlap, such as along the central street (Chivers Street) and on the southeast side of the site where the floodplain comes up. This will need careful design consideration.

As noted in Chapter 5, feedback from the former Bowen residents prioritized keeping the names and functions of the original streets as much as possible.

b. Stormwater Management

The Bowen Choice Neighborhood has historically served as a mix for part of the A. D. Williams and the Proctor Creek watersheds, carrying stormwater from neighboring parcels and bypassing flow to the outfall of the site, just upstream of Proctor Creek. The site plan design will meet all City of Atlanta stormwater management requirements for water quality volume, channel protection volume, and detention for the proposed development.

Currently, the master plan envisions stormwater detention for the overall development to be handled in three site “basins,” each with a designated detention area. One is at the extreme northern border of the site (central detention); a second basin is at the northwestern portion of the site (northwest detention) and a third is at the southern end of the site (south detention). The vision for the three distinct areas corresponds to the site’s natural geometry but also provides for efficient phasing of the development.

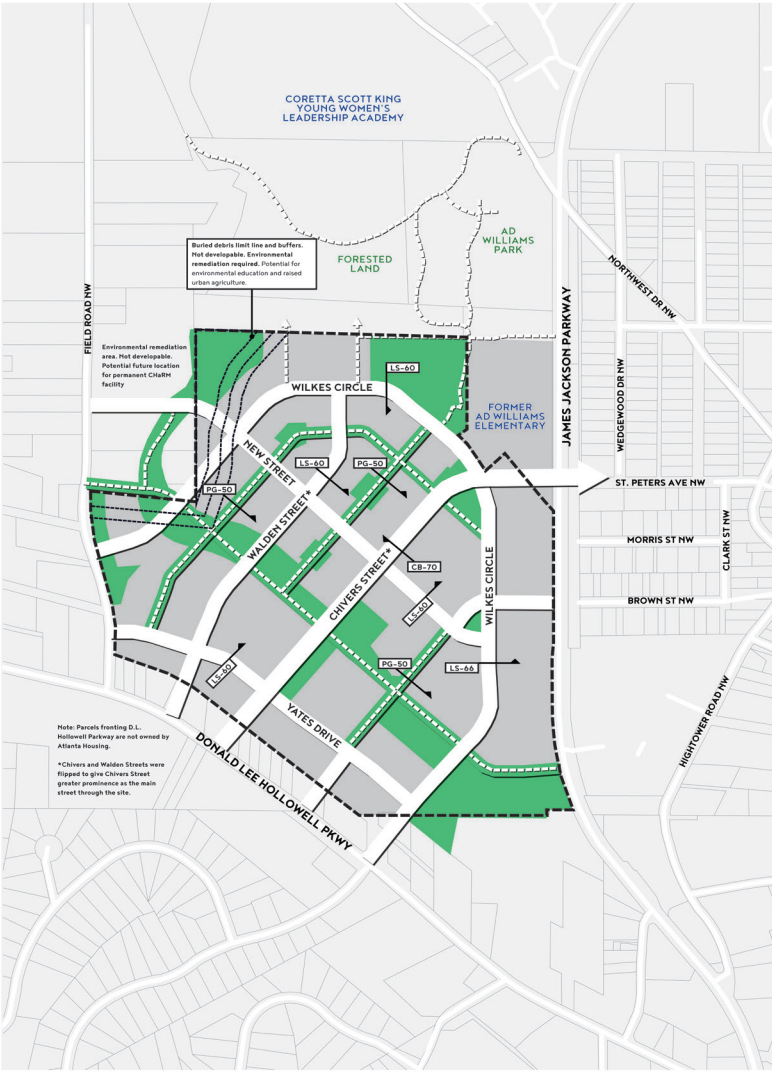


Figure 5 A map of the street network, parks, stormwater catchment and green streets, laying out an initial site framework.

As a unique environmental feature, the stormwater master plan works in conjunction with the “green streets” interwoven throughout the development, providing natural stormwater management along with walkability. The green streets are gently terraced to create infiltration zones and buffer plantings that will provide linear and continuous water quality features within each block of the development. Due to some limitations caused by low infiltration rates and large impervious areas, not all water quality and runoff reduction can be accommodated within the green streets.

SPOTLIGHT

PEDESTRIAN GREEN STREETS

To reduce the amount of paving dedicated to cars and optimize pedestrian connectivity, the plan replaces some vehicular streets with a network of 50'-wide “Green Streets.” This right-of-way width is, in many traditional neighborhoods, the standard for accommodating a local two-way street with parallel parking and sidewalks on both sides. For Bowen, however, green streets are laid out to eliminate cars and use the space, instead, for walkways, stormwater management, and recreation. In some places these corridors bulge out as wider green spaces for specific activities. They are intended to fill a similar role as did the courtyards in the original Bowen Homes, as outdoor gathering spaces.



c. Land Use & Density

The street framework plan is informed by the City of Atlanta’s land use and zoning requirements which identify general land uses for residential, commercial and community uses, allowing densities on the Bowen site and adjacent properties to reach approximately 2,000 to 2,200 units at full build-out. The team incorporated these requirements into the street plan and stormwater management plan, factoring in former Bowen Residents’ feedback related to housing types and providing a range of housing affordability, and the City’s vision for future land use which prioritizes higher density along designated growth corridors, such as Donald Lee Hollowell Parkway.

Ongoing resident feedback led to a design prioritizing a variety of housing types, from low-density homes to midrise rental apartments, mixed-use retail and commercial spaces. This dictated the general approach to land use, graduating from higher density at the east and south to lower density toward the northwest. These inputs, as well as significant community opinions and priorities from the workshops and charettes resulted in the land use pattern depicted in the plan. The land use map includes:

- **Mixed-Use (red):** High- density residential with ground-floor office, retail, entertainment along major corridors (Donald Lee Hollowell and James Jackson Parkway) where feasible.
- **High-Density Residential (orange):** Midrise multi-family buildings, some of which will require parking decks. Surface parking and on-street parking can also accommodate the parking needed for each unit.
- **Medium-Density Residential (yellow):** Different housing types that can offer a wider range of affordability and price points than large multifamily apartments and single family homes. These include small multi-family buildings, duplexes, townhouses, and other creative housing types that have efficient land use and potentially smaller units. This may be referred to as the “missing middle” because it increases housing accessibility to families not eligible for typical rental and for-sale subsidies, and who cannot afford higher market rate housing costs.
- **Community-Serving Institutions (blue):** Educational facilities like schools and workforce development centered on environmental justice and green jobs.

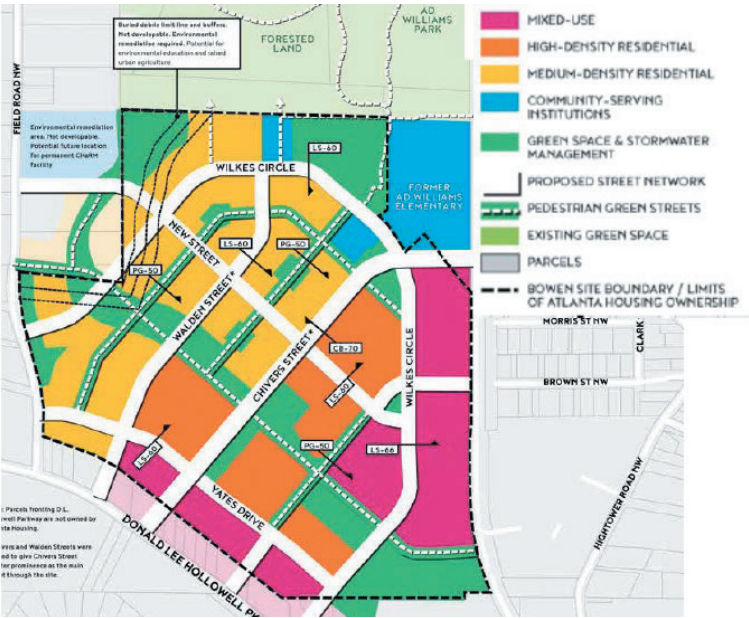


Figure 7 The initial framework blocked out the potential locations of residential and commercial densities, community space, streets and greenways.

The concept of regeneration is appropriate to describe the vision for Bowen’s next chapter because regeneration is not simply about rescuing a place from its current, depleted condition to one that is more productive and sustainable. Regeneration “weaves justice, climate, biodiversity, and human dignity into a seamless tapestry of action, policy, and transformation.”

At Bowen, regeneration means creating housing that responds to the highest aspirations of its former, current and future residents. It provides for a continuum of housing options without having to leave the neighborhood. It creates open spaces and community spaces that recall the past and provide for the future, as well as providing for commercial spaces that intentionally offer services and local jobs. It expands on the Bowen Choice Neighborhood vision of replacing distressed housing with new housing that is mixed-income, well-managed and responsive to the needs of the surroundings. The Housing goal for Bowen envisions not only an exemplary affordable, walkable neighborhood, but one that recommits itself to the best of Bowen’s past, present and future.



Figure 8 Housing at Bowen will be set amongst walking trails, water features, and inviting places to gather.

E. THE BOWEN SITE PLAN

When complete, the build-out of the 74-acre site will be based on the four Guiding Principles of equitable development, enhanced connectivity, environmental stewardship, and memory of place. It will feature a mix of building typologies, scales, and uses to ensure a truly equitable, mixed-use, and mixed-income community.

The Housing Plan for the Bowen site is the culmination of nearly two years of community engagement and detailed site planning and lays out a blueprint to transform the Bowen site into a mixed-use, mixed-income development that is reconnected to the surrounding community. The Housing Plan creates sustainable, healthy, resilient housing that addresses the legacy of environmental racism.

It improves security through thoughtful design and integrates important neighborhood improvements like the daycare memorial park, stormwater management linear park, and multi-use pathways that connect to trails.

Implementation of this plan will mark the end

of years of disinvestment in northwest Atlanta and will protect the ability of existing residents to stay in the community and benefit from an improved quality of life with easy access to jobs and amenities.

The site plan encourages walkability and prioritizes the importance of creating streets framed by buildings to promote a sense of safety and an urban feel. It will recall the existing street alignments and preserve significant trees, and provide opportunities for public art, historical markers, and signage to pay tribute to notable events and important people.



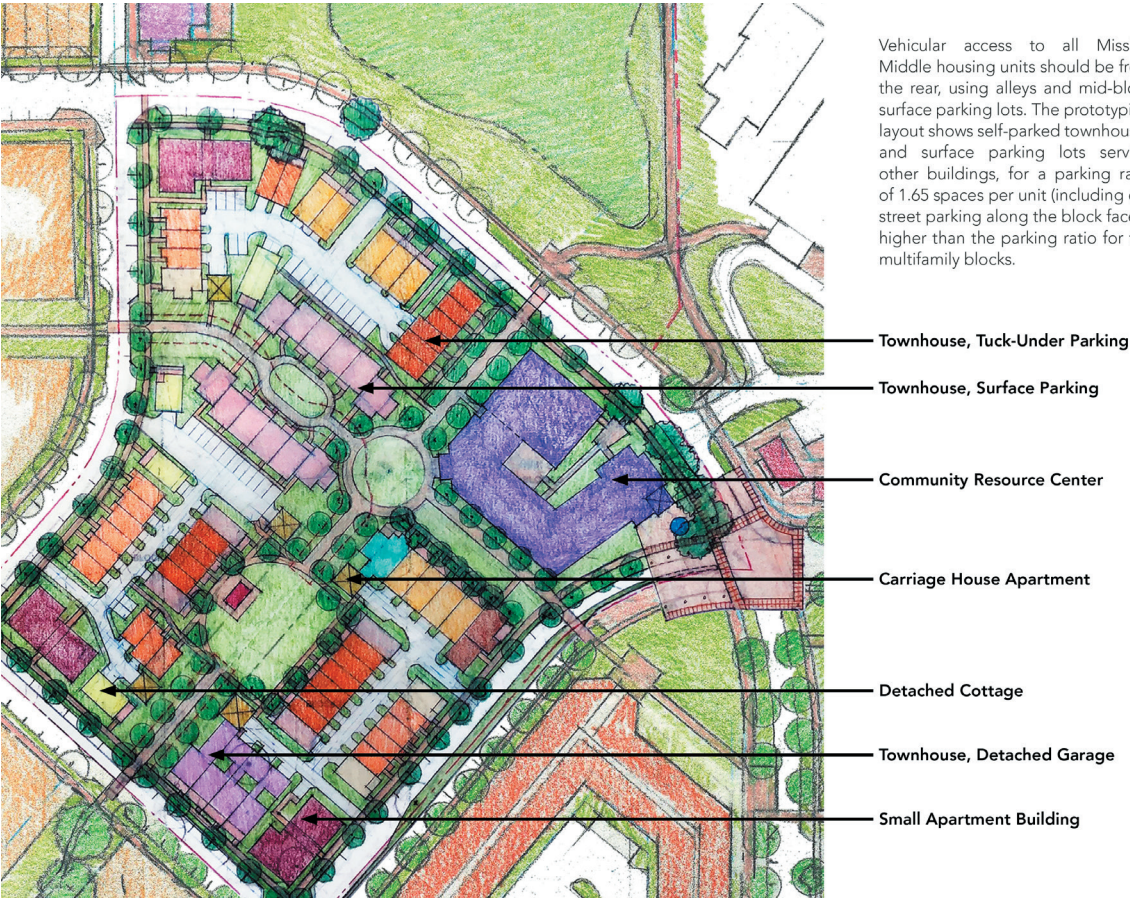
Figure 9 The overall development plan, as presented by the development team, as seen from the north above James Jackson Parkway, looking south over towards DLH.

a. Housing Blocks

The new development will provide for a wide variety of different housing types, sizes and tenures over time across the Bowen site – allowing for a diverse tenancy including affordable, workforce or missing middle, and market rate housing.

Included are areas of the site (and individual blocks) with the flexibility to accommodate a variety of housing types, meet different resident income needs, and provide homeownership opportunities. A range of housing options other than large apartment buildings are acceptable for these blocks, with an intended density of 15 to 25 units per acre.

At full build-out the redeveloped Bowen site will provide 2,000 new rental and for-sale housing units within the current footprint, with 44% of those units targeted toward households with incomes up to 80% AMI. An affordable senior-only building will be developed as an early phase. Workforce units to house the “missing middle” are also included across various phases. Finally, the plan opens up 200 homeownership opportunities as the early rental development stabilizes and improves the site.





Mid-rise and low-rise blocks will frame a central plaza. The proposed Bowen site development plan has a rich mixture of different types of housing for different needs (including an affordable, workforce and market rate population); a varied and highly walkable street network; multiple parks that provide different programs while simultaneously managing stormwater safely and attractively; new retail and commercial uses; and diverse community facilities, some of which may have appeal to the broader neighborhood.

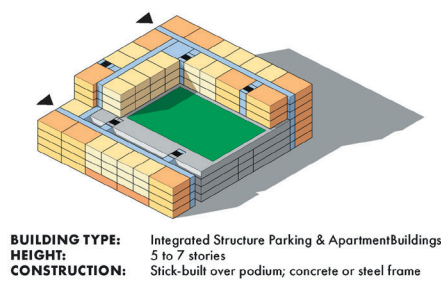
spaces on every block ensure that the new neighborhood puts pedestrians first and functions as a safe and family-friendly place. Residents will be able to walk to a variety of destinations and amenities within the seven-block area – retail spaces around the central square, a community resources center, an early childhood education center, fitness centers, community gathering spaces, indoor and outdoor recreation spaces, parks, and trails.

A pedestrian green street and linear stormwater park connects through the site from east-to-west, creating green infrastructure to reduce flooding, connect walking and bicycle pathways through the site, and in general enhance a beautiful residential address. The A.D. Williams Creek trail will connect to the residential development and future community uses at a redeveloped A.D. Williams School and the proposed community resource center.

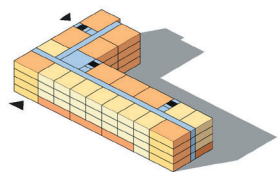
b. Internal connectivity: Streets and open spaces

One of the innovative distinguishing features of the full site development are the green streets and internal amenity courtyards as places for neighbors to gather and where children can play safely, and connects the housing, pedestrian pathways and regular streets.

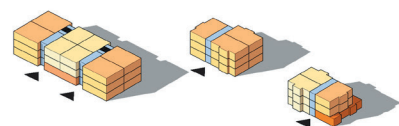
The tight intersection spacing (roughly 400 feet) helps provide accessibility, convenience, and safety. For instance, delivery vehicles, mail carriers, ride-share drivers, and family members picking one another up will be able to navigate to a location to every unit, even if the house or unit faces an internal courtyard.



BUILDING TYPE: Integrated Structure Parking & Apartment Buildings
HEIGHT: 5 to 7 stories
CONSTRUCTION: Stick-built over podium; concrete or steel frame



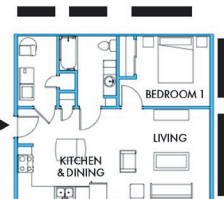
BUILDING TYPE: Corridor Apartment Buildings
HEIGHT: 4 stories
CONSTRUCTION: Stick-built



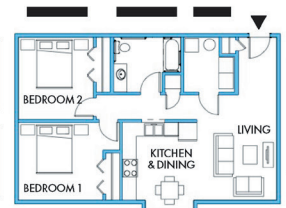
BUILDING TYPE: Walk-up Apartment Buildings
HEIGHT: 4 stories
CONSTRUCTION: Stick-built

Building Types and Typical Unit Plans

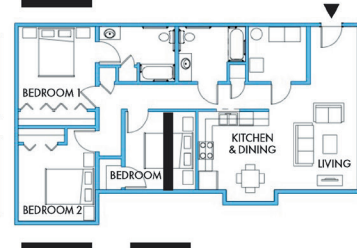
UNIT TYPE: 1-Bedroom Apartment



UNIT TYPE: 2-Bedroom Apartment



UNIT TYPE: 3-Bedroom Apartment (Accessible)



Block design & placement of buildings, entries, and fences (scale: 1"=200')

KEY

- A. Walkways and sidewalks
- B. Front yards
- C. Linear stormwater green
- D. Fencing and gates for secured parking areas
- E. Secured off-street parking for residents
- F. Roof top terraces and green roofs
- G. Curb cut
- ★ Lighting

- 1-BEDROOM UNITS
- 2-BEDROOM UNITS
- 3-BEDROOM UNITS
- COMMON CIRCULATION
- ▲ BUILDING FRONT ENTRIES



Figure 12 The view from above James Jackson Parkway, looking down the main spine of the site plan.

The Housing Plan lays out an interconnected network of streets and blocks that connect every resident to a complete range of amenities – sidewalks, bicycle trails, public transportation, retail, parks and open spaces, and community resources. The small block sizes and ample connections to open





Figure 13 Tree-lined streets act as an attractive buffer between street traffic

All new and improved streets in the Bowen Homes development have sidewalks that are buffered from moving traffic by a greenway planting strip with shade trees. Additionally, on-street parking and bike lanes further buffer pedestrians from moving vehicles. Traffic lanes are reduced to the narrowest allowable width to reduce speeds, improving pedestrian safety. Crosswalks are planned at all intersections to alert drivers and further improve pedestrian and bicycle safety. The community expressed support for artistic crosswalks painted in bright colors to enhance the placemaking and cultural identity of the neighborhood, and to slow down cars and make the neighborhood pedestrian- and child-friendly.

Residents are reconnected with the natural environment through linkages to regional trails, creation of new parks and green spaces, and a linear stormwater mall that runs through the site from east-to-west, creating

green infrastructure to reduce flooding and connect walking and bicycle pathways through the site.

Retail and community amenities will surround the central square, which serves as the heart of the neighborhood. A mix of uses provides opportunities for local residents to start businesses in affordable commercial spaces, with community facilities to support entrepreneurship and provide job training. This will ensure that growth in the neighborhood translates to opportunities for residents to grow income and family wealth.



Figure 14 This draft represents the final charrette plan which was included in the solicitation for proposals, and includes the proposed community improvements on and near the site.

c. External Connectivity: services, trails and transit

The Bowen Housing Plan opens up connections to the surrounding neighborhood as the illustration shows. This includes formal connections to A. D. Williams Creek and flanking greenway trail to Proctor Creek, and the central square along Chivers Street terminating at the A. D. Williams Elementary School building, which carries deep historical and cultural significance for the community. Along the north side of the site, the A. D. Williams Creek trail will connect the residential development and future community uses at redeveloped A. D. Williams School and a community resource center. This will create an educational and recreation zone that will eventually extend from the future memorial on the site to recreational amenities along the Chattahoochee River, opening up access to countless recreational spaces in the Riverlands corridor.

The site plan opens up two new entrances to the surrounding neighborhood, creating access to and from both state roads, surrounding neighborhoods and good and services along the commercial corridors.

F. THE BOWEN HOUSING PROGRAM

The site will be built in two large phases, with each phase consisting of multiple projects. This approach allows infrastructure to be installed over time and takes advantage of funding availability related to affordable housing. It is anticipated the phases of the entire 74-acre site will be built out of the next twelve years.

The Bowen Housing Plan includes a careful consideration of phases, housing types and uses to achieve its goals.

The development will be built in two large phases, each with a number of sub-phases.

• Phase I is designed to accommodate higher density buildings, to break ground on as much affordable housing as possible, as soon as possible while retaining a mixed-income setting. The first phase is dominated primarily by rental housing and includes a plaza, open space, limited retail, parks and trails. It is located on the eastern and northeastern portion of the site facing James Jackson Parkway. Phase I is made up of six smaller phases.

• Phase II continues clockwise around the site, moving south towards Donald Lee Hollowell Parkway, connecting to neighborhoods south of the Bowen Choice Neighborhood, and supporting mixed-use development, including retail and commercial spaces to serve residents and local businesses along Hollowell. Later phases also include rental homes with a variety of homeownership options in townhouse and single family detached blocks, with the potential for program adjustments to increase missing middle housing diversity. The illustration shows the conceptual layout of the housing blocks and other uses.

For purposes of the Neighborhood Transformation Plan, the details of Phase 1 are included below, to be completed within eight years. Phase 2 may start in four to five years to conclude no later than twelve years. Both phases have a mix of community and retail uses.

The overall phasing is shown in the accompanying chart.

Unit Type	CNI Phase	Non-CNI Phases	Total
Public Housing Replacement Units	251		251
Affordable (non-subsidy)	261	188	449
Unrestricted / Market Rate	244	756	1,000
Affordable Senior		100	100
Affordable Homeownership		80	80
Market Homeownership		120	120
Total Units	756	1,244	2,000

a. Phase 1

Phase I of the overall twelve- year Housing Plan consists of six sub-phases of mixed-income, family housing and one sub-phase of affordable senior housing. Each family phase includes units for a range of incomes (subsidized, tax-credit, and unrestricted workforce and market rate) with this mix also present in each building. This will create an environment where no units or buildings are discernably different from others in income mix or design.

Phase I of the Housing Plan provides for 756 units of rental housing on the Bowen site which includes 251 AH-assisted units, 261 low income housing tax credit units, 50 workforce housing units and 194 market rate or unrestricted units across six phases. All of the new units will be in newly constructed buildings that are well-designed, energy-efficient, mixed-income, sustainable, and accessible. The site will feature well-connected green streets and critical connections to adjacent neighborhoods, recreational spaces, and other amenities.



b. Mixed-Income Development by Total Units

Income	AH-Assisted		LIHTC		Workforce Housing Units		Market Rate		Total	
Units %	251	33%	261	34%	50	7%	194	26%	756	100%

Seventy-five percent of the all units in the Bowen Choice Neighborhood housing plan are considered affordable: 35% prioritized at 60% AMI or below, 33% at 80% AMI or below, and 7% at 80%-120% AMI, as shown on the accompanying table. Higher density development will meet these affordability goals in Phase 1 and in later phases through multistory buildings, which may include parking decks. The multifamily blocks are located near the James Jackson Parkway and Donald Lee Hollowell Parkway state roads, filling most of the eastern and southern portions of the Bowen Site. The Phase 1 development program also includes 100 senior housing units in a dedicated building fronting Chivers Street, addressing a need expressed by the former Bowen Residents.

Overall Bedroom Mix: Of the 251 AH-assisted units on the Bowen site, the proposed new bedroom mix aims to meet the needs of former Bowen residents who wish to return to the site, and the needs of families on Atlanta Housing’s waiting list. This translates into a program of 117 one-bedroom, 73 two-bedroom, 51 three-bedroom and 10 four-bedroom to accommodate hard-to-house large families as well as seniors, many of whom are aging former residents of Bowen.

Phasing and Mixed-Income Development by Building. The phasing plan responds to the specific realities of the sites, the market, the relocation strategy, and the requirements of funding sources.

Unit Type	CNI Phases						Total	% of total
	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 5		
Public Housing Replacement Units	33	32	53	34	51	48	251	33%
Low Income Housing Tax Credit	39	38	47	34	54	49	261	35%
Affordable Unrestricted (Workforce)	10	10	0	10	10	10	50	7%
Market Rate	35	33	0	33	49	44	194	26%
Total Units	117	113	100	111	164	151	756	100%

1. Phase 1-1 is a mixed-income family phase built on a prominent corner at the new entry to the Bowen Site from James Jackson Parkway. It has a total of 117 units in two adjacent corridor buildings with elevators and includes 80 one-bedroom, 28 two-bedroom, 7 three-bedroom and 2 four-bedroom apartments. Accommodating former Bowen residents and the lack of concentrated poverty in the neighborhood are the justifications for the 33 (28%) AH-assisted units; the broader market area will quickly absorb the 39 (33%) low-income tax credit units, the 10 (9%) workforce housing units and the 35 (30%) market rate units. Phase 1-1 will have its own leasing/management/community space and amenities, including a pool, fitness room, club room and business center.

2. Phase 1-2 includes a corridor building and multifamily townhomes across the street from Phase 1. Phase 2 will include 48 one-bedroom, 41 two-bedroom, 22 three-bedroom, and 2 four-bedroom units for a total of 113 units. Thirty-two (28%) will be Ah-assisted units, 38 (34%) will be low-income housing tax credit units, 10 (9%) will be workforce housing units and the remaining 33 (29%) will be market.

3. Phase 1-3 has a total of 100 units in a three-story senior elevator building that faces the central park. Phase 3 has 93 one-bedroom and 7 two-bedroom units. Phase 3 reflects the population of former Bowen residents by enabling them to live in fully accessible units in a universally designed building. Phase 3 will have 53 (53%) AH-assisted units and 47 (47%) low income housing tax credit units. The

senior building will have on-site management and its own suite of amenities, including active and passive outdoor space, a clubroom/living room with a large kitchen, a fitness center, a movie room, medical space, and a hair salon.

4. Phase 1-4 is in the northeastern corner of the Bowen site and includes a total of 111 units with 45 one-bedroom, 45 two-bedroom, 19 three-bedroom, and 2 four-bedroom apartments in townhouses, walk-up/garden apartments, and a 3-story corridor building with elevator. Thirty-four (31%) units will be AH-assisted units, 34 (31%) will be low income housing tax credit units, 10 (9%) Workforce housing units and 33 (29%) of Phase 4 units will be market rate.

5. Phase 1-5 is across the street from Phase 3, facing the central park. It includes a total of 164 units with 80 one-bedroom, 64 two-bedroom, 18 three-bedroom, and 2 four-bedroom apartments in townhouses, walk-up/garden apartments, and a 3-story corridor building with elevator. Fifty-one (31%) will be AH-assisted units, 54 (33%) low income housing tax credit units, 10 (6%) workforce housing units and 49 (30%) market rate units).

6. Phase 1-6 has a total of 151 units in townhouses, walk-up/garden apartments, and a 3-story corridor building with elevator. Phase 6 has 71 one-bedroom and 54 two-bedroom units, 24 three-bedroom units, and 2 four-bedroom units. Forty-eight (32%) will AH-assisted units, 49 (32%) will be low income housing tax credit units, 10 (7%) will be workforce housing units and 44 (29%) will be market rate units.

c. Architectural Character and Design.

The Housing Plan offers a cohesive neighborhood design and amenities that will attract households with diverse incomes and will enrich the neighborhood and appeal to all regardless of income or housing need.

All buildings are designed with the human scale in mind – elements such as beautifully designed ground floors, storefronts, stoops, porches, balconies, and entries provide the greatest impact and sense of community that has been thoughtfully designed and executed with high quality. Buildings harmonize with outdoor spaces and surrounding structures through the careful placement of entries and windows to capture intentional views. Community and private living spaces look out over beloved public spaces and down key streets with community buildings at each terminus. This ensures that all residents can enjoy the most beautiful and iconic views and places.

The new development draws on contextual sources for the architectural character, including the architectural character of the broader Westside, trends in new multifamily development in the Atlanta region, and the architecture of larger institutional and landmark buildings in Westside. During community meetings, residents expressed support for a public art program(s) that residents and local artists can participate in, including graffiti and graphic art on buildings with visual elements that relate to the Afrofuturist visuals of the “Bombs over Baghdad” video that was filmed at the Bowen Site.

d. Defensible Space

The Bowen Homes housing plan ensures that building entrances face the streets, common areas, and parks. The buildings line block edges, defining private and public spaces. Internal spaces on each block serve only the residents of that block, creating semi-private space where residents can gather informally, children can play safely, and communities can access smaller gardens, barbecue areas, and other amenities. Well defined, well-lit public streets, green streets, and parks located through the development ensure that the public realm is safe, comfortable, and welcoming to all.

The site and urban design approach incorporates universal principles that ensure the neighborhood is safe for everyone. Principles of CPTED (Crime Prevention Through Environmental Design) ground the plan in best practices, including careful design of semi-public spaces, natural surveillance, maintenance, and access control. Building on these principles, the site design creates an active, safe urban residential environment. Lighting is designed to market- rate, and high-quality neighborhood standards and bulbs will be selected in color temperatures that flatter all skin tones.

G. Bowen Housing Plan Goal

Based on the four Guiding Principles, build innovative mixed-income mixed-use housing on the Bowen Site that is regenerative and responsive to the needs of the former Bowen Residents and the greater Bowen Choice Neighborhood community.

The Bowen Housing Plan will transform the former Bowen Homes site into a true interconnected neighborhood that fosters community well-being, with diverse and equitable housing, a mix of uses and amenities and offering opportunity for economic prosperity for its residents. The objectives and strategies provide the blueprint for the implementation of the Housing Plan which is anticipated to take twelve years for the full site build-out.

The vision for development, based on the four Guiding Principles of equitable development, enhanced connectivity, environmental stewardship and memory of place will be implemented via the objectives and strategies outlined below.

H. Housing Goals and Objectives

EQUITABLE DEVELOPMENT

OBJECTIVE 1: Establish a visionary mixed-use, mixed-income housing development that provides for catalytic, equitable growth in northwest Atlanta.

Strategy 1.1.; Develop financially feasible plan and schedule for Phase 1 to ensure the build-out of the 74 acres within 12 years.

ACTIONS:

- Establish financing plan (see Chapter 8 of this NTP)
- Establish the development schedule (see Chapter 8 of this NTP)

- o Set up performance benchmarks, with tracking and reporting mechanisms
- o With development and implementation partners, sustain active participation in the buildout of the site over time;
- o Support and or lead efforts to secure funding, and motivate the partners to deliver on the entire buildout, collaborate to create new financial mechanisms;
- o Adjust the plan as needed based on rapidly changing housing, economic and demographic conditions.

OUTCOME: Funding is available for the project, and the project proceeds on schedule, within budget, and meets the needs of former Bowen Residents.

PARTNERS: The Housing Plan will be carried out by as the designated development team of McCormack Baron Salazar, Inc. (MBS) and The Benoit Group (TBG), who have formed a joint venture specifically for the development of the former Bowen site. For all housing phases MBS develops, McCormack Baron Management (MBM) and McCormack Baron Asset Management (MBAM), both affiliates of MBS, will act as Property Manager and Asset Manager, respectively.

Founded in 1973, MBMS currently manages 15,000 units in 131 properties in 2 states and 2 territories. 95% of these properties are affordable (including PHA, LIHTC and Section 8) or mixed-income, and 5% are market-rate.

For all housing phases TBG develops, Dorchester Management (DM), an affiliate of TBG, will act as Property Manager and Asset Manager. DM manages over 2,700 2,732 units in Georgia, South Carolina, North Carolina, and Illinois and has been approved as a qualified management company by four HUD offices, seven State Housing Finance Agencies and seven Tax Credit Syndicators. DM currently has 65 team members, with operations being run from their headquarters in Atlanta, Georgia.

Efforts are underway to secure financing for completion of Phase I, including commitments of funding from Atlanta Housing, the City of Atlanta, Invest Atlanta, and all of AH’s public and private partners. The development schedule will be carefully timed according to internal and external factors, such as financing availability and funding cycles, partner development capacity, site conditions, public approval processes, and will provide for contingencies such as weather, supply chains, inflation and other unforeseen realities.

The Benoit Group (TBG).

Headquartered in Atlanta, GA, TBG is one of the nation’s premier minority-owned multifamily development companies. The company focuses primarily on development and management of affordable mixed-income housing, mixed-use workforce housing, and student-oriented facilities in urban and suburban markets throughout the Southeast and the Midwest. TBG has successfully completed over two dozen public-private partnerships with Public Housing Authorities throughout the country. Over the past 12 years, TBG has partnered with Atlanta Housing on seven notable affordable mixed-income housing projects. One of these projects is The Remington Senior facility located in the Choice Neighborhood area, built in 2017.

McCormack Baron Salazar (MBS).

Headquartered in St. Louis, MBS is one of the nation’s leading affordable and mixed-income housing developers. Over the past 49 years has closed 228 projects with development costs in excess of \$5.2 billion. These efforts have led to over 25,000 housing units and 1.6 million square feet of commercial space across the country. From the original HOPE VI programs like Centennial Place in Atlanta and Murphy Park in St. Louis to the most recent Choice Neighborhood Implementation (CNI) grant for Fort Myers, Florida, MBS has been consistently successful at securing HOPE VI/CNI grants on behalf of their Housing Authority partners. MBS has served as the lead grant writer and/or Housing Entity on more than any other developer in the country.

EQUITABLE DEVELOPMENT

Objective 2.0: Develop diverse housing and mix of uses on the site

Strategy 2.1. Seek appropriate density and growth on the site, including mixed-income rental units, homeownership opportunities, commercial uses, integrated open space, greenspace, recreational areas, adequate parking, and accessibility.

ACTIONS:

- The unit types across the site will be indistinguishable by affordability, so that all residents will feel equally a part of the entire community, regardless of income or subsidy type;
- Define and deliver “missing middle” housing opportunities;
- Seek Missing Middle opportunities as described by FBRs and community residents in Bowen;
- Ensure models are included in design and planning schemes
- Ensure units meet the existing housing needs of FMR
- Ensure phases accommodate residents feedback for mixed unit types, open space, recreation areas, parking and connection

OUTCOMES: When built out, the Phase 1 will have the proper housing type mix supported by market conditions

PARTNERS: Design team and developers.

To reduce disparities and foster growth and opportunities, the former Bowen housing plan will provide as many housing choices as possible. By being responsive to and lifting up the needs of former Bowen residents, the Housing Plan benefits all families with amenities, designs, safety and security.

Building types in the later phases will include the Missing Middle described above (townhouses, stacked flats, duplexes, and

single-family detached houses) with large multifamily buildings surrounding parking decks in the part of the site near Donald Lee Hollowell Parkway. Although the development will be transit-enabled and highly walkable, parking will also be supplied in a combination of on-lot garages and parking pads, parking courts, surface parking lots, parking structures, and on-street parking.

Strategy 2.2: Include amenities to health, educational, recreational and employment opportunities on site

ACTIONS:

- Establish a minimum 25,000 square foot community resource center offering programs and meeting spaces for residents
- Provide recreational space potentially in the northern portion of the site, for organized sport activity
- Provide 50,000 square feet of neighborhood serving retail
- Seek out appropriate siting for an Early Childhood Learning Center
- Seek out a facility that will provide access to health care

Studies have shown the important long-term advantages to families living near good schools, healthcare and jobs. The Bowen Choice Housing Plan will enable as many families are able to return to the site as possible, to ensure families have access to these advantages.

CONNECTIVITY

Objective 3. Reconnect the Bowen site to its surroundings and ensure a high degree of internal connectivity.

Strategy 3.1: Prioritize cross-site connectivity and walkability.

ACTIONS:

- Support an east-west green street from Field Road to James Jackson Parkway
- Install sidewalks, benches, trees to make walking easier and more pleasant.
- Build out interconnected trail system – especially the A.D. Williams Creek trail
- Design streets per Street Framework Plan per layout and section

OUTCOMES: The newly developed site will be interconnected and walkable.

The Street & Open Space Framework Plan for the Bowen site, described in the framework above, will use three typical street sections that prioritize pedestrian circulation, stormwater management using green infrastructure, small and walkable internal blocks, and connectivity to adjacent streets and neighborhoods.

PARTNERS: Developer, City of Atlanta Department of Transportation, Georgia Department of Transportation, The Conservation Fund, consultants, and community.

Strategy 3.2: Open up and encourage the use of street grids that connect the Bowen site to the surrounding neighborhood.

ACTIONS:

- Follow Street & Open Space Framework Plan
- Ensure that the site plan entrances connect to existing neighborhood crossroads where possible

• Develop gateway signage, murals, lamp posts, banner and other public art

• Reopen closed or dead- end streets on site and within Carey Park, especially at St. Peters Street

OUTCOMES: The Bowen site will be open to the neighborhood, community residents are welcome at the former Bowen site, and remnants of racial barriers removed.

PARTNERS: City of Atlanta Department of Transportation, Georgia Department of Transportation, City of Atlanta, local developers, and the development team.

The Bowen site plan addresses adjacent streets and neighborhoods through the Street & Open Space Framework Plan. Two major street corridors pass through the Bowen site and connect Donald Lee Hollowell Parkway to Carey Park. Other internal streets provide a walkable network and additional pedestrian and vehicular connections to Field Road, Donald Lee Hollowell Parkway, and James Jackson Parkway.

The development of the first phase of housing will require a partnership with the Georgia Department of Transportation (GDOT) to provide a signalized intersection where the Housing Plan calls for the extension of Chivers Street to James Jackson Parkway. This extension will create a connection to St. Peters Avenue in Carey Park, an important cross street. The extension will cross a corner of the A. D. Williams School property and require coordination with Atlanta Public Schools. It will also involve coordination with Longline Holdings, which owns and is redeveloping many residential parcels in Carey Park. This will also allow access to A. D. Williams School which currently is land locked with an entrance only through the Bowen site.

Another GDOT collaboration is required to realign the signalized intersection of Yates Drive and Donald Lee Hollowell Parkway to fit the internal street grid to make a safer intersection for vehicles, crossing pedestrians, and cyclists.

Strategy 3.3: Create new connections to major corridors that allow for transit access to the site.

The Bowen Community Needs Assessment showed most survey respondents (76%) use their own car / truck / vehicle for their main transportation, 49% use MARTA bus service and 39% use MARTA rail service. Nearly one-third (31%) expressed that access to transportation plays a very big part in how easy or hard it is to get around because they have no access to transportation. Almost the same number of respondents (30%) usually do have access to transportation, so it is not a very big factor in their ease of getting around.

ACTIONS:

- Create connections between the streets in the site to the major thoroughfares so that buses might travel easily;
- Partner with MARTA to provide access to DLH future Bus Rapid Transit (BRT) and/or increase frequency of MARTA buses at site to promote greater connectivity with Bankhead MARTA station

OUTCOME: Site is opened up to the community. Resident ridership is increased.

PARTNERS: MARTA, City of Atlanta DOT, Georgia DOT

Another aim of the plan is to create new links to the major transportation routes in the Bowen Choice Neighborhood and, thus, open the Bowen site to transit access from the two flanking transportation corridors. The proposed GDOT expansion of Donald Lee Hollowell Parkway may result in the redevelopment of some commercial parcels along the frontage. That might make it possible to set up new street connections from the Bowen site to Donald Lee Hollowell Parkway. Among other improvements, public input recommends adding transit capacity. Eventually bus rapid transit will lead to the MARTA rapid rail system more efficiently for Bowen residents.

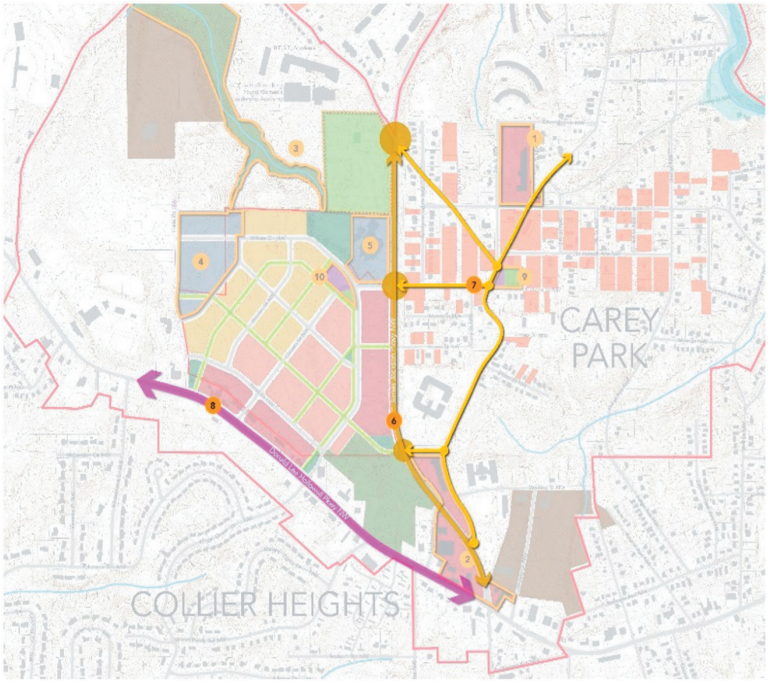


Figure 12 Road upgrades in and around the site improve mobility around the site.

ENVIRONMENTAL STEWARDSHIP

Objective 4.0. Ensure the built environmental (site and buildings) are constructed to the highest level of sustainable development

Strategy 4.1: Provide a clean and hazard free site

The northwest corner of the site is contaminated and will require remediation – to be cleaned to residential standard or put to a recreation use, depending on cost.

ACTIONS:

- Enter into the Brownfields program to secure funding
- Establish a remediation plan.
- Following guidelines, remediate the site
- Acquire adjacent site that may be source of methane contamination

OUTCOMES: A clean site, free of environmental contamination

PARTNERS: City of Atlanta, EPA, EPD, Developer

Strategy 4.2: Incorporate sustainability and resiliency related design principles into the site and building development.

The vision of creating a regenerative, sustainable and resilient community will save development and maintenance costs by replacing expensive underground infrastructure for stormwater management. In addition to installing green infrastructure throughout the Bowen site, the following action items will help all partners involved rebuild for long-term sustainability.

ACTIONS:

- Apply sustainable building certifications to housing designs and layouts;
- Explore opportunities for renewable energy or purchase renewable energy credits through Georgia Power;
- Require development partners to achieve green certification on all residential units;
- Design and implement rainwater harvesting for use by gardens and greenspace and potentially gray water usage;
- Promote sustainable landscaping by using native species and removing non-native, often invasive, species.

The vision of creating a regenerative, sustainable and resilient community will save development and maintenance costs by replacing expensive underground infrastructure for stormwater management. In addition to installing green infrastructure throughout the Bowen site and broadcasting that to the public, the following action items will help all partners involved rebuild for long-term sustainability. Other opportunities include:

- Invest cost savings from infrastructure construction in high-quality building materials for housing units (for example, above-ground stormwater management is less expensive than underground detention, and fewer parking spaces and decks reduce housing construction costs);
- To the greatest extent possible, deliver up to 40 percent of the overall benefits of federal investments in climate and clean energy by providing equitable access to renewable energy to disadvantaged communities;
- With partners, install renewable energy on-site;
- Host recycling awareness events with the City of Atlanta; and CHaRM

For individual buildings:

- o Achieve green rating system certification – each building will achieve Enterprise Green Communities (EGC) certification at a minimum, which includes Energy Star for Homes (ESH) certification.
- o Use low-carbon energy sources – every building will be built to meet the HIE’s “solar ready” specifications, which includes all-electric appliances, roof and truss designs, and conduit to make the sites ready for solar retrofits. This will “future proof” the site for solar retrofits and significantly reduce the costs of solar installations.

- o Participate in energy efficiency initiatives – management of the new buildings will participate in the U.S. Department of Energy’s Better Climate Challenge to benchmark and measure reduction of energy usage/reduced emissions of greenhouse gas.

OUTCOMES: Site and buildings will meet the sustainability and certification requirements established above.

PARTNERS: Georgia Power, Southface, City of Atlanta – Office of Resiliency

Strategy 4.3 Adhere to regenerative principles of efficient and resilient buildings and landscaping that promote healthy environments and improve affordability.



Figure 13 Tree-lined streets act as an attractive buffer between street traffic, pedestrians and denser buildings.

Studies have confirmed that climate change disproportionately impacts low-income communities. The Bowen redevelopment will showcase practices that incorporate energy and water conservation measures and sustainability for all phases of construction:

- Exposure to heat island effects and severe heat days are more intense in cities,
- Energy burden is higher due to less energy-efficient housing, lower incomes;
- More severe storms and flooding due to impervious soil
- Increased mold, pollen, and air pollution which increase asthma, allergic reactions and discourage active lifestyles.

This will involve implementation of numerous techniques to adhere to regenerative principles of efficient and resilient buildings and landscaping that promote healthy environments and improve affordability. A third overlapping design element combines stormwater management and parks, so they are functional, beautiful, and usable educational opportunities. The Bowen site green spaces will work for people and natural resources.

ACTIONS:

- Consider the specific climate and soil conditions, as well as the ideas generated by residents and stakeholders for landscape design. Use native and drought-resistant planting to eliminate the need for permanent irrigation.
- Employ sustainable storm water practices.

- o Install a green infrastructure approach that takes advantage of the existing topography to manage stormwater on-site and creates a network of beautiful natural amenities for residents.

- o Design the streets, alleys, and parking lot drive aisles to direct, slow, and clean rainwater, control the release into larger stormwater amenities. Both small neighborhood parks, the central square, and the linear stormwater park serve to restore the aquatic ecosystem while improving recreation and educational experiences.



o To enhance green storm water system on site - acquire a parcel of land to the southeast of the site on Donald Lee Hollowell Parkway that is part of wetlands

• Restore a trail to A. D. Williams Creek to become a learning laboratory and connect Bowen Homes and the A. D. Williams School site to the Proctor Creek Greenway, thereby opening a critical open space resource and regional network, while providing the opportunity for the future residents at Bowen Homes to act as the stewards of A. D. Williams Creek, offering public and mental health benefits.

OUTCOMES: Site and buildings will meet the requirements established above.

PARTNERS: Georgia Power, Southface, city of Atlanta – Office of Sustainability

MEMORY OF PLACE

Objective 5.0. Assist former Bowen residents in establishing an identity for the redeveloped Bowen site that includes and honors their lives.

The site plan will encourage citizen engagement in both the architecture and nature and prioritizes the importance of creating streets framed by buildings to promote a sense of safety, and a great place for all.

Strategy 5.1: Incorporate key elements in the physical design to evoke cherished memories of life at Bowen Homes and create a sense of place and meaning

ACTIONS:

• Use the design to recreate the concept of the courtyards and the created by the arrangement of the original Bowen Homes buildings as were also important gathering

spaces for former Bowen residents. Used accordingly, the development plan uses pedestrian green streets and internal courtyards to recreate the gathering spaces,

• Former Bowen Residents remember outdoor gathering areas, being able to visit friends, and appreciating the open space of Bowen. Ensure the new housing plan refers to the previous street grid and extends them, adding walking paths and green streets to encourage active connections across the site, amongst residents;

• Preserve the existing street alignments and significant trees and provide opportunities for public art, historical markers, and signage to pay tribute to historical events and people;

• Honor the 1980 explosion at the Gates City Bowen Homes Daycare Center with a memorial plaza at the location of the explosion to commemorating the victims – to be a sacred space and deeply important remembrance and connection to the original Bowen Homes residents who passed away in that tragedy;

• Preserve the original Bowen Homes streets and street names, which was a priority to the former Bowen Residents, and the Resident Advisory Committee.

• Translate those memories into physical markers at the redeveloped Bowen site that recall the former Bowen Homes and assign park names or dedicate small gardens throughout the site based on people of historical and social importance, the involvement of former Bowen Residents, Bowen Choice Neighborhood residents, stakeholders, and planning partners;

• Install the Doing While Planning (DWP) 2021 Bowen Pride Banners to project a collective neighborhood identity;

• To remember the neighborhood identity, bring back the old “Bowen Homes” sign as a suitable methods of recognizing the memory of the former residential community in a

prominent public space.

OUTCOMES: Former Bowen residents will have identifiable physical design features and physical reminders of their lives at Bowen Homes

PARTNERS: Developer, City of Atlanta departments as needed, Georgia Power.

Strategy 5.2: Gather and record memories, identities, stories, events, names, and places from former Bowen residents.

ACTIONS:

• Establish an Oral Histories project that connects the interviewer to the former Bowen Homes and the broader Bowen Choice project.

• Create a space showcasing pictures, stories, and memorabilia,

• Continue the storytelling effort during the Bowen redevelopment process, as informed and guided by the former Bowen Residents;

• Capture ideas, perspectives, past experiences, and current attitudes of former Bowen residents and the broader Bowen Choice community on video and audio with photography.

The power of Bowen memories has inspired former Bowen residents and community residents to engage in the planning process. The former residents hope that these memories will be reflected in the new community, paying tribute to the history and strength of the community that used to live there. During the planning process, Atlanta Housing recorded many of those stories and recollections. For the initial effort, a local multi-media personality led conversational interviews with a small select group of former Bowen residents and Bowen Choice Neighborhood residents (business owners and community representatives) at the 5th District Studio in Atlanta’s historic Sweet Auburn community. The interviews

will appear to be featured on the Bowen Choice Neighborhood’s microsite, and the development partners. Several former Bowen residents who took part in the Oral Histories were directly associated with the 1980 explosion.

OUTCOMES: Oral and photographic library documenting the Bowen experience will be on display and accessible.

PARTNERS: Former Bowen residents, Atlanta History Center, 5th District Design Studio



08 IMPLEMENTATION

THE IMPLEMENTATION
SCHEDULE
FINANCIAL MODEL
CONTINUING THE PLANNING
EFFORTS

IMPLEMENTATION

A. The Implementation Schedule

The plan represents a very ambitious effort to revitalize a former housing site, incorporating the priorities of its former residents, and the community at large. This will take a very coordinated effort to accomplish. For strategies and activities described in the plan, attached is a projected timeframe for the start-up and carry through of activities, in the immediate term (activities currently underway to start up in the next twelve months), the short-term (up to three years from the plan’s launch), the mid-term (three to eight years) and long-term (beyond eight years).

1. People

The schedule for implementing the strategies and actions outlined in the plan are taking place in the immediate to the short term. Some of the services are already being provided with the former Bowen Residents, such as health care referral and entrepreneurship training, and will continue through the planning phase, and into the implementation phase. Other activities are currently being provided as part of the University Choice program and are in the process of being expanded or exported to the former Bowen Residents. These include early childhood and school age youth education supports, and improved connections to non-emergency room health services.

Lastly, many of our partners already provide services and are eager to include the Bowen residents and the west side into their outreach. Examples include Grady Health Systems, a new partner in AH’s Bowen Choice Neighborhood program, with whom many most residents already have a relationship. They are very excited about

expanding services directly to the Bowen Choice Neighborhood. These activities are anticipated to start in the short- to mid-term.

2. Neighborhood

Three key strategies in the neighborhood plan, infill homeownership, conservation, and memory of place, have been underway throughout the planning period and are considered immediate to short-term activities. Residents have been referred to AH’s housing partners working in the Bowen Choice Neighborhood and are engaging Atlanta’s Down Payment Assistance Program. Conservation advocates have been touring key sites for several months, to line up investment priorities, conduct due diligence and feasibility studies, and partner with the City on a strategy to acquire and convert ownership. AH is also in direct conversation with a few owners directly about the feasibility of cleaning up and or transferring interest in the land. Capturing residents’ memories and recollections have been central to AH’s planning process, in particular the design phase, which has identified important gathering spots, street layouts as well as bringing more community leaders into the conversation. Addressing and mitigating air quality challenges are currently in the works with partners like Emory University and will be able to roll out independently of the development schedule. Other activities are projected further out, notably transportation upgrades like intersections and road widening, due to the planning requirements. They require feasibility studies, funding and easement approvals and set-asides, and in some cases major construction.

Activities related to retail and economic development are currently focused on building the capacity of local existing retailers, especially with the Northwest Business Association, and technical assistance and

façade improvement loans and grants, provided by Invest Atlanta, the city’s economic development department. Mid-term activities include efforts to attract new retailers and businesses to the area, which are likely to gain traction as the construction of the site begins, when the scale and scope of the project can be appreciated. Longer term efforts such as new construction of retail and commercial spaces are further out because of the need to negotiate the acquisition of multiple sites in a rapidly escalating market, challenges associated with enticing national retailers, and the complexity of remediating and cleaning up brownfields before construction can begin.

3. Housing

The housing schedule has been determined in close coordination and consultation with the development team, McCormack Baron Salazar (“MBS”) and The Benoit Group (“TBG”). In this schedule, construction will begin on the first phase of housing, to include 251 units of replacement housing, on or before September 2024 with substantial completion around May 2026. Final completion is expected in July 2026. In this schedule, the second phase of construction begins about 12 months after the first phase, with each new phased construction starting every twelve months. The completion of Phase I is projected to achieve substantial completion by May 2027. Overall, all six phases are due to be completed before July 2029, five years after construction began.

Pre-construction site development activities include relocation of major infrastructure like street and sewer systems, and rerouting of creeks and streams, and remediation of any site contamination, most of which have been already identified. With zoning approvals in place, the fact that no relocation or major demolition is required, and substantive financing in place, it is very likely the

project will not experience any major delays throughout the development phase.

B. Financial model

1. The overall budget and Atlanta Housing’s commitment

Atlanta Housing has pledged its resources to ensure the success of every part of the Bowen Choice NTP. From its MTW budget directing millions of MTW funds into the direct construction of housing, to its ongoing operational support through its housing voucher assistance, its Human Development Services and Section 3 departments, Atlanta Housing is confident that every component of the plan will have adequate support over the life of the program.

1. People

The funding model for the People strategy will rely on a combination of existing relationships with funders based on years of successful outcomes, to more innovative models for newer programs such as IT training and equipment. In some cases, partners are allocating existing resources to benefit new clients. However, in many cases, partners are using the opportunity to serve the Bowen Choice Neighborhood to raise funds directly to expand their programs there.

2. Neighborhood

The Bowen Choice NTP has found a significant partner in the City of Atlanta due to the pressing need for affordable housing as well as the prominence of the Bowen site within the Mayor’s Neighborhood Corridors Strategy. The City is looking at new innovative means of supporting its neighborhood corridor strategy, of which the Bowen project is a cornerstone. This includes tax increment financing, bond inducements, and other means of raising

investment capital. Local development partners have raised investment capital with which to purchase land tracts, many of which are under construction.

3. Housing

The overall estimated housing development is expected to be between \$350 million and \$400 million over the course of the next eight to twelve years. This assumes build out of 2,000 units, in a mixed-income, mixed-use context.

Atlanta Housing has committed \$48,000,000 in Moving to Work (MTW) funds to the housing plan. The City of Atlanta will partner as a public investor and has committed \$10,000,000 in city funds and \$4,000,000 in CDBG Funds. Invest Atlanta will commit resources based on available TAD funding and other resources. The project is anticipating \$53,000,000 in first mortgage debt and \$141,000,000 in equity under the Georgia Housing and Finance Authority's Low Income Housing Tax Credit (LIHTC) Program.

The financing will be based on financial markets and real estate market conditions. The schedule to meet development goals will be affected by access to external funding sources such as the Tax Exempt Bonds and Low Income Housing Tax Credits to reduce the price. These funds are under the control of the State of Georgia Department of Community Affairs. Atlanta Housing and its development partner will work closely with local and state funders to secure funding as timely and competitively as possible. Other factors that might affect the schedule and costs include economic turbulence, construction pricing and workforce fluctuation, pandemics, environmental and weather-related issues.

The affordable units are prioritized in the

initial phases, and will require a steady outlay of local, state and federal subsidies, including low income housing tax credits, new markets tax credits, and infrastructure investment from local, state and federal sources. AH has sustained communication with its investor partners, especially as the agency has entered an unprecedented era of development.

Atlanta Housing is also exploring innovative funding sources such as exercising its bond capacity, working with its partners to seek out new investors to the Atlanta market, and exciting new funding initiatives coming through climate and resilience initiatives, including public and private sector sources. AH is exploring carbon credits, solar partnerships, and green social investments funds, especially as its above-average LEED requirements on this project will make the developer and AH competitive for these resources.

C. Continuing the planning efforts

The planning efforts over the past eighteen months have proceeded with the expectation that Atlanta Housing will develop the site whether it receives Choice Neighborhoods funding or not.

Atlanta Housing has continued to host the Resident Advisory Committee (made up exclusively of former Bowen Residents) and the Bowen Choice Steering Committee (made up of a wide variety of former Bowen and community residents, and public and private stakeholders). These calls have been a mutually positive means of staying in touch with residents and partners, to gather feedback, share updates and get the word out on upcoming events. We will continue to reach out to expand participation, bring in new partners and share opportunities for growing the Bowen Choice Neighborhood into the best neighborhood on the west side, for the current community and the residents to come.

SPOTLIGHT
FORMER RESIDENT
DUWON ROBINSON

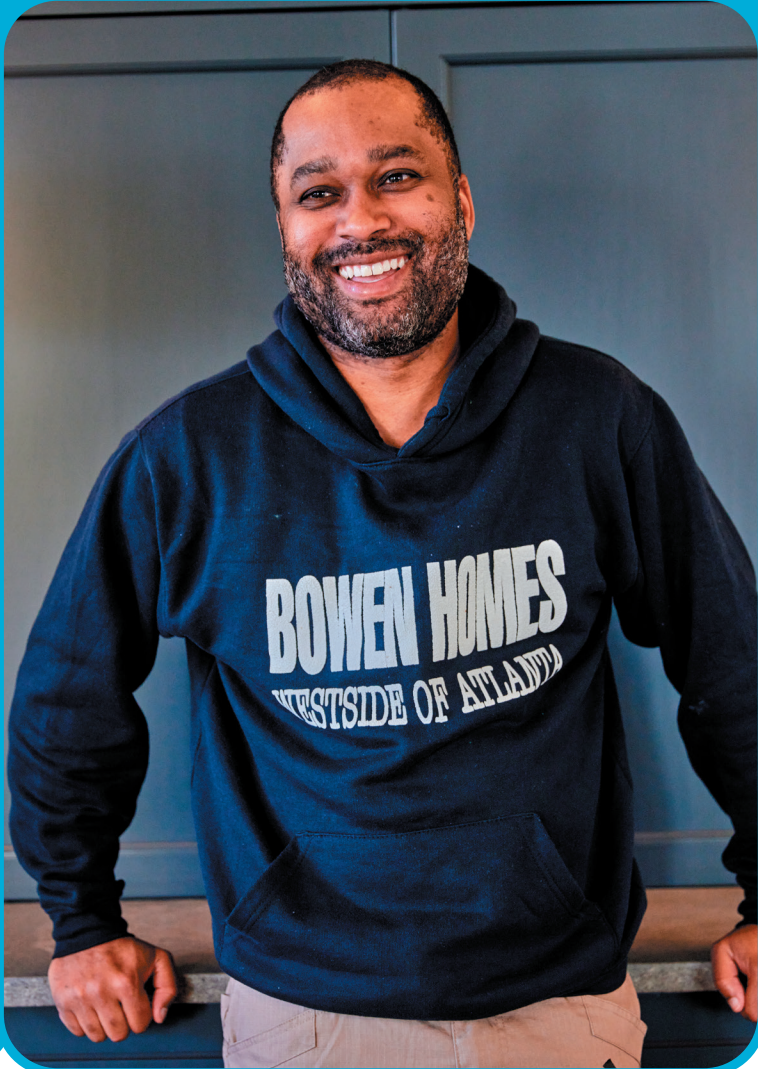
Duwon was always academically gifted. He graduated high school in the 90s at 16 but didn't aspire for more. Duwon attributes that lack of direction to his surroundings. "In the projects, nobody [was] getting off the school bus saying, 'Hey man, I'm going to college when I graduate. I'm going to the military.' Nobody [was] talking about their options." Further compounding the issue was the timing – it was the crack era, and the drugs' impact on Bowen Homes was noticeable. His grandmother would try to ensure he was in the house, but Duwon would still spend time in the community with his friends and at the basketball court.

A day at the court changed the trajectory of Duwon's life forever. "One day, I was playing basketball [and] one of my friends...invited me to his house. His dad had just made \$10 million off the '96 Olympics." The friend's father asked Duwon who he was and what he was doing with his life. "And that was the first time somebody really asked me those hard questions." Years later, he reconnected with his friend's dad, who offered to help him go to college if he genuinely wanted to. He completed several applications and decided to attend Morgan State University in Baltimore.

The annual Bowen Homes Reunion that Duwon organizes brings people scattered throughout the metro Atlanta region back together and Duwon recalls some of the

strengths of Bowen Homes: "...family values... it was a real community. It was a real 'each one teach one.' It was a real family-oriented community ... it was beautiful." Duwon credits his experiences at Bowen Homes, good and bad, as what has molded him. "I had to see all that in order for me to be the man I am today."

About the Bowen Transformation Plan and what it could bring, giving people who want to return a real opportunity to do that is what Duwon feels is most important: "It's giving them a chance to come back and live in a beautiful community. And with accountability."



Housing Goal: Build innovative mixed-income housing on the Bowen Site that is regenerative and responsive to the needs of the former Bowen Residents and the greater Bowen Choice Neighborhood community.

OBJECTIVES	STRATEGIES
Objective No 1: Establish a visionary mixed-use, mixed-income housing development that provides for catalytic, equitable growth in northwest Atlanta.	Strategy 1.1 Develop financially feasible plan and schedule for Phase 1 to ensure the build-out of the 74 acres within 12 years.
Objective No 2: Develop diverse housing and mix of uses on the site.	Strategy 2.1 Seek appropriate density and growth on the site, including mixed-income rental units, homeownership opportunities, commercial uses, integrated open space, greenspace, recreational areas, adequate parking, and accessibility.
	Strategy 2.2 Include amenities to health, educational, recreational and employment opportunities on site.
Objective No 3: Reconnect the Bowen site to its surroundings and ensure a high degree of internal connectivity.	Strategy 3.1 Prioritize cross-site connectivity and walkability.
	Strategy 3.2 Open up and encourage the use of street grids that connect the Bowen site to the surrounding neighborhood.
	Strategy 3.3 Create new connections to major corridors that allow for transit access to the site.
Objective No 4: Ensure the built environmental (site and buildings) are constructed to the highest level of sustainable development.	Strategy 4.1 Provide a clean and hazard free site.
	Strategy 4.2 Incorporate sustainability and resiliency related design principles into the site and building development.
	Strategy 4.3 Adhere to regenerative principles of efficient and resilient buildings and landscaping that promote healthy environments and improve affordability.
Objective No 5: Assist former Bowen residents in establishing an identity for the redeveloped Bowen site that includes and honors their lives.	Strategy 5.1 Incorporate key elements in the physical design to evoke cherished memories of life at Bowen Homes and create a sense of place and meaning.
	Strategy 5.2 Gather and record memories, identities, stories, events, names, and places from former Bowen residents.

PEOPLE GOAL: Provide access to information, programs, and services that support improved health, education, and economic outcomes for residents.

OBJECTIVES	STRATEGIES
Objective No 1: Build capacity and increase access to high-quality education services and supports.	Strategy No 1: Provide tools and services to improve grade-level early learning education achievement.
	Strategy No 2: Provide elementary, middle and high school students resources that make graduation attainable.
	Strategy No 3: Support students toward college and career readiness.
Objective No 2: Increase former Bowen residents' access to information and services that support their health and well-being.	Strategy No 1: Establish a physical and virtual hub of information and resources for Former Bowen Residents at a central location, to increase access to medical care.
	Strategy No 2: Create health ambassadors to facilitate healthy households and communities.
	Strategy No 3: Improve connections to non-emergency room medical care and insurance options, and chronic care management, especially for seniors.
Objective No 3: Increase access to education, training, and workforce development programs that support a path to earning a livable wage for former Bowen residents.	Strategy 3.1 Provide access and opportunities to address pre-workforce development needs
	Strategy 3.2 Provide resources for training and technical assistance supporting successful program participation
	Strategy 3.3 Make connections to job placements, employers, and local businesses.
	Strategy 3.4 Support former Bowen residents adult and youth entrepreneurship

METRICS could include	PARTNERS	Currently, in the next year	Short-term, up to 3 years	Mid-term, 3 to 8 years
Number of affordable units built, amount of funds invested, number of households housed	McCormack Baron Salazar, The Benoit Group, the city of Atlanta, HUD, Georgia Dept of Community Affairs, GDOT, ADOT, Invest Atlanta	X	X	X
Diversity of unit price points and range of housing types built, number of units delivered on time, number of units delivered within budget	McCormack Baron Salazar, The Benoit Group, the City of Atlanta, HUD, Georgia Dept of Community Affairs, GDOT, ADOT, Invest Atlanta	X	X	X
			X	X
Number of affordable units built, amount of funds invested, number of households housed	McCormack Baron Salazar, The Benoit Group, the City of Atlanta, HUD, Georgia Dept of Community Affairs, GDOT, ADOT, Invest Atlanta	X	X	X
			X	X
				X
Number of units achieving green certification, the volume of stormwater managed, compliance with City of Atlanta recycling ordinance, savings through energy-efficient installations, number of people connected to rebate programs, kilowatts of renewable energy produced	McCormack Baron Salazar, The Benoit Group, the City of Atlanta, Southface		X	X
		X	X	X
		X	X	X
Quantity of interpretive elements installed, number of participants in public art decision-making process, number of oral histories recorded and transcribed, level of media exposure / visits to website(s) etc.	McCormack Baron Salazar, The Benoit Group, the City of Atlanta, the Atlanta Regional Commission, various arts nonprofits and philanthropies		X	X
		X	X	

METRICS could include	PARTNERS	Currently, in the next year	Short-term, up to 3 years	Mid-term, 3 to 8 years
Improve number of children connected to early learning and/or developmental screening/intervention services; Improve the number of youth at or above grade level in Math and Language Arts (Georgia Milestones); and improved graduation rates	Atlanta Public Schools, Communities in Schools, Quality Care for Children, United Way of Greater Atlanta, Georgia Tech, Atlanta Technical College, Boys & Girls Clubs of Metro Atlanta, Harris Community Works Foundation, Community Foundation of Greater Atlanta, Grove Park Foundation, RedefinED, TAG-ED, TechBridge	X		
		X		
		X		
Improve number of residents who have health insurance, a medical home, receiving chronic care management	Families First, Morehouse School of Medicine, Grady Grady Health System,	X		
		X		
		X		
Increase the number of residents working full and part-time, improve number and percent of residents compliant with AH's work requirement, and improve average household income for work-able adults	Urban League of Greater Atlanta, Goodwill of North Georgia, Westside Works, TechBridge, Technology Association of Georgia Education Collaborative (TAG-ED)	X		
		X		
		X		
		X		

NEIGHBORHOOD GOAL: Transform the Bowen Choice Neighborhood into a hallmark of equitable urban development by reversing patterns of abandonment and turning neglect into opportunity.

OBJECTIVES	STRATEGIES
Objective 1. Based on the four guiding principles, address racial equity and build an innovative mixed-income, mixed-use neighborhood that is regenerative and responsive to the needs of the former Bowen Residents and the greater Bowen Choice neighborhood community.	Strategy 1.1 AH will partner with the City of Atlanta to advance affordable housing, foster economic development, and support neighborhood transformation that improves the health, education and economic outcomes of residents.
	Strategy 1.2 Replace blighted housing in the Carey Park neighborhood with diverse housing types in a mixed-income setting throughout the Bowen Choice Neighborhood
Objective 2. Partner with the city of Atlanta and Invest Atlanta to remove blight and to encourage investment in the blighted commercial corridors that will drive economic development	Strategy 2.1. With the city of Atlanta as the lead, utilize a Mainstreet Strategy to redevelop the blighted Donald Lee Hollowell commercial corridor and transform it into a retail area that services residential needs, offering access to fresh food and medical services.
	Strategy 2.2. Establish a community-focused center of innovation for work force development and programming
	Strategy 2.3 Support existing and attract new businesses and jobs to help ensure the long-term viability of the Bowen Choice Neighborhood.
	Strategy 2.4 Expand training and business opportunities in innovative growth sectors such as the green and tech sectors.
Objective 3. Establish a safe and secure community with assets to improve the education and health outcomes.	Strategy 3.1 Improve neighborhood safety.
	Strategy 3.2 Improve neighborhood health by utilizing recreational assets and activate parks and green space.
	Strategy 3.3 Improve neighborhood health by identifying and attracting a grocer within the BCN, as well as alternative access to healthy foods.
	Strategy 3.4 Improve the health outcomes of BCN residents with improved access to health facilities.
	Strategy 3.5 Improve the educational outcomes of BCN residents with access to quality education from early Childhood learning to career in the APS Douglas Cluster.
Objective 4. Maximize the use of green infrastructure development and green living spaces to create a healthy community.	Strategy 4.1 With local partners, assist in ensuring neighborhood housing initiatives incorporate energy-efficient and climate-resilient techniques and technologies.
Objective 5. Address brownfields with a community-driven approach to remediation and improvement of the land	Strategy 5.1 Reclaim and repurpose brownfields and vacant buildings.
	Strategy 5.2 Reduce and mitigate hazards related to air quality or other environmental hazards in the neighborhood.
	Strategy 5.3 Collaborate with and support existing organizations working to achieve environmental awareness, education, and justice.
Objective 6. Implement a public infrastructure and facilities plan that promotes improved mobility, safety, education, and community development throughout the Bowen Choice Neighborhood	Strategy 6.1 Connect the Bowen Site and the Bowen Choice Neighborhood by constructing or improving public roads and streets.
	Strategy 6.2 Make roads and sidewalks safer.
	Strategy 6.3 Expand public transit and ride-sharing.
Objective 7. Elevate the area's natural resources through conservation, restoration, education, and active use of green space.	Strategy 7.1 With partners, identify and implement conservation and restoration projects.
	Strategy 7.2 With partners, encourage active use of green space.

METRICS could include	PARTNERS	Currently, in the next year	Short-term, up to 3 years	Mid-term, 3 to 8 years
Coordination on the city's healthy neighborhoods index, total investments made,	LongLine Holdings/Urban Oasis Development, Bellwood Homes, City of Atlanta Planning and Zoning, Georgia Power, Southface Institute	X	X	X
Redevelopment of properties purchased by development partners in the BCN; use of expedited zoning and building permit processing and targeted investments in supportive public		X	X	X
Coordination on the city's healthy neighborhoods index, total investments made, businesses brought to the area, square footage renovated or added.	Atlanta Board of Education-Atlanta Public Schools, Invest Atlanta, Grove Park Foundation, Northwest Business Association, Georgia Power, MARTA, Tech Bridge, Comcast, Microsoft, Urban League of Greater Atlanta, Atlanta Technical College, Goodwill of North Georgia, Georgia Minority Supplier Development Council, Southface, UPS-UPS Foundation, Delta, Generations, and other local businesses		X	X
Establishment of the Innovation Hub with a sustainable five year plan, from start-up to sustained programming and operations.		X	X	
Increased number of registered businesses in the area, increased registered tax rolls in the area as a measure of increased economic activity, increased positive public perceptions of the DLH commercial corridor.			X	X
Measured by the number of participants who are trained and receive jobs.		X	X	X
Reduction in crime, including Part I crimes.	Georgia Department of Transportation, MARTA, Atlanta Board of Education, Atlanta Police Department, Atlanta Department of Transportation, APD Police Athletic League, Morehouse School of Medicine, Westside Works, Republic Waste Systems, United Way of Greater Atlanta, and local business associations.	X	X	X
Increase in public greenspace in the BCN available for use by residents; length of trails established.		X	X	X
Number of businesses recruited, number of loans and training provided, amount of businesses experiencing improved energy efficiency, residents trained			X	X
Percent increase in public greenspace in the BCN available for use by residents; length of trails established.			X	
Measured by the increased number of medical and dental providers in the BCN			X	X
Increased new built properties that achieve environmental and sustainable certification	Atlanta Department of Watershed Management, Environmental Protection Agency Region 4, Georgia Department of Natural Resources, Environmental Protection Division, West Atlanta Watershed Alliance, Georgia Conservancy, City of Atlanta Parks & Recreation, Atlanta Board of Education, Trust for Public Land, The Conservation Fund, Center for Hard to Recycle Materials (CHaRM), Southface, Proctor Creek Stewardship, Groundwork Atlanta, LongLine Holdings/Urban Oasis Development, Department of Parks and Recreation, Field Road Partners LLC, Republic Waste Services	X	X	X
Established recycling center in the neighborhood; reduced acreage designated as contaminated.		X	X	
Reduction in measurable hazardous air quality.		X	X	
Measured by the number of businesses enrolled in the program, number of residents trained in the deconstruction workforce development program.		X	X	X
Measured number of public improvements installed; number of public infrastructure improvements completed	Georgia Department of Transportation, MARTA, Atlanta Board of Education, Atlanta Police Department, Atlanta Department of Transportation, APD Police Athletic League, Morehouse School of Medicine, Westside Works, Republic Waste Systems, United Way of Greater Atlanta, and local business associations.		X	X
Installation of recommended items			X	X
Installation of BRT to the Bowen site, and a station installed			X	X
Number of vacant sites restored, established conservation center, completion of projects	Atlanta Department of Watershed Management, Environmental Protection Agency Region 4, Georgia Department of Natural Resources, Environmental Protection Division, West Atlanta Watershed Alliance, Georgia Conservancy, City of Atlanta Parks & Recreation,Atlanta Board of Education, Trust for Public Land, The Conservation Fund, Center for Hard to Recycle Materials (CHaRM), Southface, Proctor Creek Stewardship, Groundwork Atlanta, LongLine Holdings/Urban Oasis Development, Department of Parks and Recreation, Field Road Partners LLC, Republic Waste Services	X	X	
Conversion of land into active parks, lengths of trails, community gardens, environmental education centers created		X	X	X