



Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14	Column15	Column16
7	<b>7: Enable Small Enterprises</b>	<b>Context:</b> Currently, developers have incentives in CodeNEXT to contribute to displacement of Persons of Color-owned businesses. Small businesses by-right could further contribute to displacement. <b>Question:</b> How will encouraging spaces outside of small scale enterprises preserve the culture, affordability, and accessibility of existing businesses in Neighborhoods of Color?	Increase commercial space supply conducive to small businesses and ensure access to these spaces through improved linkages between transit, housing, and jobs. Increase by right zones for small businesses while preventing displacement and fostering economic development, affordability, and accessibility to people of color-owned businesses.	- Recognition of complex mix of factors including housing jobs affecting small business enterprises for people of color  - No discussion of prioritizing needs of Neighborhoods of color in plans to increase commercial spaces - Under how Land Use hinders RE market from delivering supply	Challenges > Strengths	- Revisit challenges mentioned in this logic model sheet "talk more" with some of the others, especially, Centers and Corridors, Walk to Shops and Services, Strengthen Neighborhoods, Double Livability, and Connected Communities	1. Engage people of color in small area planning 2. Review peer city economic development programs with emphasis on people of color-owned businesses	- Key phrase here: "Align the geographic application of CodeNEXT with forecasted market economics and committed transportation investments... Filtering thru Growth Map" should also include clear statement regarding treatment of communities of color and Neighborhoods of color - Use city procurement and contracting dollars to improve equity - Need right priced as well as right sized commercial spaces - Are there entities that can be master lessor to facilitate increase ability of local businesses to rent in larger developments? - Are there entities that can prepare a pipeline of people of color owned small businesses to be ready to rent and thrive in an aggressive market? - Is there a commercial land trust? - Develop philanthropic partners - EXAMPLES: - Holistic approach of Little Mekong in St Paul - Fruitvale	- Displacement of people of color-owned businesses - Displacement analyses for small businesses, cultural anchors and organizations, foundations and nonprofits, and service-organizations that serve neighborhoods of color and communities of colors - Displacement analyses should consider RISK of displacement - # people of color owned businesses / including estimates of size - employees / \$ back into local economy / taxes paid	- None named	- None named	Economic	Property Owners and Business Owners; Local Non-Profits and Chambers of Commerce; Neighborhood and Business Organizations (5E, 5F, 2D)	Residents and business owners of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to small business development and operations, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing and advancing small business development?
8	<b>8: Right-size Zoning</b>	<b>Context:</b> Base zoning in Austin's Neighborhoods of Color has not protected single-family, family-friendly residences compared to zoning restrictions that have protected Austin's dominant white residential neighborhoods. <b>Question:</b> How will form-based zoning preserve the cultural make-up, affordability, and identity of Neighborhoods of Color? Will CodeNEXT eliminate existing barriers to gentrification and displacement?	Promote form-based zoning that ensures new development occurs in sync with extant neighborhood character while simplifying regulations and preserving cultural character and affordability of Neighborhoods of color.	- Goal takes on issues raised in problem statement - Zoning map and related updates and associated policies and decisions and spatial distribution within the city	Strengths ~ Challenges	- Make this logic model the "hub" for all other logic models that discuss changes to zoning, logic and associated policies and analyses listed in other LMs	1. Ensure demographics/equity factored into base zone locations 2. Engage people of color in small area planning 3. Review peer city economic development programs with emphasis on people of color-owned businesses 4. Affordable housing displacement analysis/preservation strategies	- See recommended improvements to go/rationale/assumptions	- Numbers used in outcomes do not get at equity issues, how do these numbers compare to totals within neighborhoods and across the city? Use % - Look not just at Neighborhoods of color, but communities of color access to resources/affordability outside of Neighborhoods of color, to prevent deepening structural segregation	- None named	- Mismatch between zoning and existing character	Land Use	Supportive Property Owners and Business Owners; Local Real Estate Groups (5F); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to zoning, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing form-based zoning?
9	<b>9: Diverse Places for People</b>	<b>Context:</b> "Well-designed" Missing middle" housing, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	Create opportunities for expanding diversity of housing options while ensuring the Neighborhoods of color do not disproportionately bear the burden of densification while preventing displacement.	- Goal/rationale/assumptions introduced by the Comprehensive Watershed Ordinance - Through there reportedly are limited opportunities in CodeNEXT to address water stewardship, this logic model considers multiple important issues to communities of color, including sustainability of quality, safety, reliability, and affordability	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Ensure demographics/equity factored into base zone locations 2. Engage people of color in small area planning 3. Affordable housing displacement analysis/preservation strategies	There is no problem with the activities that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	There is no problem with the data that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	- None named	- None named	Land Use	Supportive Property Owners and Business Owners; Local Real Estate Groups (5F); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to affordable housing, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities.
10	<b>10: Anticipate Future Growth</b>	<b>Context:</b> While Austin's population overall has grown, the number of Black residents has decreased by 14%. <b>Question:</b> Will future growth increase the concentration of Austin's white demographics? How will CodeNEXT implement strategies to reverse this trend? Are the CodeNEXT corridors and centers disproportionately proposed for Austin's Neighborhoods of Color? Will they contribute and accelerate gentrification, displacement and cultural appropriation?	Incentivize compact development along corridors, enable neighborhoods to grow intentionally and create areas conducive to pedestrian traffic while reversing population decline in Austin's Black communities.	- This issue is cross-disciplinary, showing on jobs, services, housing, land use, and so on -- the language in this logic model is barebones, and appears "cookie cutter" with other land use-oriented logic models	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Ensure demographics/equity factored into base zone locations 2. Engage people of color in small area planning 3. Affordable housing displacement analysis/preservation strategies	- Listed activities are vague; require more attention and specificity. - Assign greater growth in areas of high opportunity and low risk of displacement - In areas of high risk of displacement, leverage growth potential to mitigate impacts to create stability for current communities of color	- There is no problem with the data that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity. - Use an equity analysis to assign growth areas, see Seattle Growth and Equity Analysis	- None named	- None named	Land Use	Chambers of Commerce (3F); Supportive Property Owners and Business Owners; Local Real Estate Groups (5F); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to affordable housing, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities.
11	<b>11: Water Stewardship</b>	<b>Context:</b> Austin's Neighborhoods of Color are most vulnerable to the stresses of drought, heat, and flooding. Flood areas are more extensive and stream bank erosion neighborhoods are less able to adapt to extreme weather events for air conditioning and have fewer choices to move when their homes become uninhabitable. They have historically been underserved by Austin's water supply and storm water management infrastructure compared to Austin's predominantly white neighborhoods. Landfills, wastewater treatment plants, petroleum product storage, electrical generation and industrial brownfields are all disproportionately located in and near Neighborhoods of Color. <b>Question:</b> How will CodeNEXT address historic inequities by providing meaningful and affordable opportunities for water stewardship in Neighborhoods of Color? How will CodeNEXT address the presence of lead in drinking water of Austin's Neighborhoods of Color and schools?	Goal is to provide safe, quality, reliable, sustainable and affordable water services across neighborhoods, irrespective of demographics, and oversee sustainable conservation through new development regulations.	- Recognition of historic inequities introduced by the Comprehensive Watershed Ordinance - The language does not discuss or address disparities within the city as related to water quality, safety, reliability, and affordability - The one clear disparity identified in this logic model concerns multiple important issues to communities of color, including sustainability of quality, safety, reliability, and affordability	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Engage neighborhood groups, nonprofits, and property owners in Neighborhoods of Color to implement water stewardship programs 2. Engage Neighborhoods of Color in small area planning	- Discuss spatial disparities related to water infrastructure and how engagement activities will target those neighborhoods with sub-par infrastructure - Provide greater specificity about which the process to update codes, rather than naming community engagement up front	- Identify and share spatial disparities in water quality, water safety, water reliability - Map resiliency needs in the face of most probable/largest climate threats in Austin, particularly for Neighborhoods of color, for water drinking and use as well as for emergency response (e.g. fires) - Overlay climate vulnerabilities with water infrastructure engagement documents, what was learned about water priorities? - How do the existing resources listed actually address or respond to community priorities? - How do these practices address water systems, and to articulate specifically how changes related to color and communities of color to the threats of climate change?	- None named	- None named	Environment	Property Owners and Business Owners (5F); Local Environmental Organizations (2G, 5G); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Public health advocates representing specific COCs and NOCs impacted by issues related to flooding, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing new water management programs?
12	<b>12: Flood Mitigation</b>	<b>Context:</b> Austin's Neighborhoods of Color are most vulnerable to the stresses of climate change and flooding. Flood infrastructure in these neighborhoods has been designed to a lower standard. Flood areas are more extensive and stream bank erosion more prevalent. The residents in these neighborhoods have fewer choices to move when their homes become uninhabitable. <b>Question:</b> How will CodeNEXT address these historical inequities? Will new and redeveloping properties be required to fully mitigate their flood impacts over undeveloped conditions?	Safeguard life and property through reducing flood risk by regulating new developments via stormwater management and requiring certification that new developments do not harm extant properties while addressing historical inequities.	- Stormwater drainage is a critical issue in climate resiliency efforts; - Neighborhoods of Color map shows locations of older, inadequate parts of stormwater drainage system coincide with Neighborhoods of color - Emphasis on older commercial, multi-family, industrial and civic sites that have not provided flood protection, will have the greatest positive impact in areas that were built out prior to modern drainage and floodplain requirements	Excellent! Strengths > challenges, good model for other logic models	- Include provisions in the code to update infrastructure when new policies or codes are put into place, to circumvent/prevent future overruns as well as promote inclusion and the vigor with which the City will pursue those opportunities	1. Map locations of flood hazards 2. Engage Neighborhoods of Color in small area planning 3. Engage neighborhood groups, nonprofits, and property owners in Neighborhoods of Color to increase flood awareness 4. Evaluate and improve equitable outcomes to gather information on flood locations	- Community engagement should involve two-way dialogue: increase flood awareness and also listen for and monitor problems/improvements	- Comparison of Neighborhoods of color vs City as a whole in metrics and maps is good modeling for rest of Citylogic models	- Disaster response/recovery	- None named	Environment	Property Owners and Business Owners (5F); Environmental Organizations (2G, 5G); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to flooding, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing flood mitigation programs?
13	<b>13: Tree Protection</b>	<b>Context:</b> Stresses associated with the urban heat island and flooding, disproportionately affect Neighborhoods of Color. <b>Question:</b> Is tree preservation equitably applied across the city? As variances applied, disproportionately in Neighborhoods of Color?	Clearly forest preservation and replenishment standards that emphasize improved fire and soil quality, protect greenfield and urban sites while ensuring tree preservation is applied equitably throughout the city.	- Strong discussion of relationship between tree preservation and climate resiliency - Discussion of health is lacking; trees contribute to perceptions of safety and crime prevention through environmental design; trees also offset some of the impacts of vehicular travel; improving air quality, trees can contribute to sound/noise reduction, etc., etc.	Strengths > Challenges	Language overall could be stronger, more assertive around understanding and addressing disparities	1. Engage community in tree preservation policies 2. Identify best practices for disaggregating demographic data and analyzing tree planting/preservation projects 3. Identify best practices for engaging people of color in tree planting/preservation projects 4. Continue planting trees in priority areas that considers demographics 5. Engage Neighborhoods of color in small area plans 6. Engage neighborhood groups, nonprofits, and property owners to implement forest preservation practices in Neighborhoods of Color 7. Explore if variances to tree preservation regulations are being granted more frequently in Neighborhoods of Color	- Identify targeted community outreach in cases where there are disparities related to tree canopy - Expedite permitting or other requirements for private tree planting in areas where there are deficiencies	- Accompany the disparity analysis of tree canopy in and across Austin communities, identify where deficits exist with language interpreting differences and what changes are needed to change conditions	- None named	- None named	Environment	Supportive Property Owners and Business Owners; Local Real Estate Groups (5F); Environmental Organizations (2G, 5G); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to forest preservation, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing forestation programs?
14	<b>14: Open Space and Parks</b>	<b>Context:</b> Neighborhoods of Color public parks in Austin have been underfunded, underdeveloped and undermaintained. <b>Question:</b> How can CodeNEXT make new parks a priority and requirement for redeveloping neighborhoods?	Implement greater standards for development and ensuring greater access and diversity of parkland throughout the city by promoting increasing parkland as growth occurs and protecting parkland from addressing historic inequalities in park access.	- Logic model aims to promote health and diversify open space and parks, which will potentially serve Austin's communities of color through an "all neighborhoods matter" perspective - No direct discussion of where park development has benefited / overlooked Neighborhoods of color and/or communities of color - Survey residents of communities of color to gain input on preferred amenities in parks and recreation facilities - Explore local hiring opportunities	Challenges > Strengths	- Address Challenges - Connect with health and transportation content and expertise - Explore peer cities' programs to address racial inequalities in parks and recreation, such as Seattle's program on equitable allocation of parkland in Neighborhoods of Color - Madison's equity analysis on improving parks' amenities - Survey residents of communities of color to gain input on preferred amenities in parks and recreation facilities - Explore local hiring opportunities	1. Update Parks & Rec LRP to identify highly articulated from Neighborhoods of Color to ensure targeted, they will likely get lost in an "all neighborhoods matter" approach 2. Review park investment data for inequities based on demographics 3. Engage Neighborhoods of color in small area plans 4. Engage neighborhood groups, nonprofits, and property owners to implement initiatives on improving parkland in Neighborhoods of Color	- Need to engage communities in more of the planning than simply in the small area plans - More discussion of targeting which communities to engage for what purpose - More to be done around impact: correcting historic inequities (this needs to be spelled out beyond "equitable benefit") - Deepen understanding around use of recreational space -- needs and assets in Austin -- particularly related to specific cultural groups, ages and abilities -- apply this information to parks development and prioritization	- None named	- None named	Environment	Supportive Property Owners and Business Owners (5F); Local Real Estate Groups (5F); Environmental Organizations (2G, 5G); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to park access and quality, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing park equity programs?	
15	<b>15: Nature in the City of Austin</b>	<b>Context:</b> This palette of tools - green walls, stormwater collection, rain roofs - have been easily available for more than a decade. These tools have been inequitable and optionally implemented in Austin in only the most affluent neighborhoods and projects. <b>Question:</b> How will CodeNEXT ensure that these beneficial standards are achieved in Neighborhoods of Color without contributing to gentrification and displacement? Does CodeNEXT address the need for consistently applied natural infrastructure standards?	Institute IA plan by preserving and expanding Austin's green development, protecting the city's landscape and forestry through development regulations, and incorporate natural elements and sustainability into the city fabric while minimizing displacement.	- The goal recognizes the stated problem/need in the language shared - Reference to historical inequities included thru discussion of Comprehensive Watershed Ordinance and follow-up ordinances in 2013 - The rationale does not clearly articulate the disparities in Austin related to "green infrastructure" - Green landscaping benefits to communities of color and Neighborhoods of color are not clearly articulated or highlighted - Logic model takes a "beautifully" perspective and does not take into account the deficiencies	Challenges > Strengths	- Connect water-related LMs together, have all parks/nature-related LMs work together better - Consider how development incentives for green landscaping in deficient areas across Austin, not necessarily located at site of development, might be implemented to impact Austin's Neighborhoods of color	1. Engage neighborhood groups, nonprofits, and property owners to implement green infrastructure programs, including in Neighborhoods of Color 2. Institute and enforce landscape and environmental regulation alongside with tree preservation requirements	- Link displacement and gentrification analyses across neighborhoods with nature analyses - Affordable housing displacement analysis would be informative - References to COC Social Vulnerability Index - Displacement analyses for small businesses, cultural anchors and organizations, foundations and nonprofits, and service-organizations that serve Neighborhoods of color and communities of colors - Displacement analyses should consider RISK of displacement	- Improved community health	- None named	Environment	Property Owners and Business Owners (5F); Environmental Organizations (2G, 5G); Local Non-Profits (2E, 5E); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to park access and quality, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing park equity programs?	

Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14	Column15	Column16	
17	<b>16: More Diverse Housing Choice</b>	<b>Context:</b> In its current form, perspective maps show the traditional single-family houses in Neighborhoods of Color would be Housing Choice zoning to allow as to nine units. The new Code concentrates zoning allowances in Neighborhoods of Color while maintaining single-family zoning in many of Austin's predominantly white neighborhoods. <b>Question:</b> Does CodeNEXT make room for diverse housing yet avoid applying this standard to the people living in these spaces? Are the new code allowances applied across Austin, or are they concentrated in neighborhoods of Color? Are the consequences of more diverse housing types equity borne by white neighborhoods?	Permit diversity of housing options (e.g. duplex, ADUs) and ensure that LDC enables capacity to meet Austin's affordable housing goals (60,000 new units at 80% AMI or less) while spreading these options equitably and preventing displacement of current residents.	- Mapping zones with affordable housing bonuses and/or zones. - Is 80% AMI affordable for Austin's Neighborhoods of color and communities of colors? - Relies heavily on idea to increase housing supply to regulate costs - Diversity of housing choices will meet goals to increase affordable housing... - "Diversity of housing choices will meet goals to increase affordable housing..."	Goal and priority outcome include strategies for addressing primary concern / problem.	- Consider how this logic model integrates in particular with 1 (Corridors and Centers), for both, ID opportunities for directing density/growth development and affordable housing development in ways that benefit Neighborhoods of color - Consider how the affordability incentives outlined in section 18 might be useful here, particularly in relation to incentivizing specific housing types - Consider the intersection of right-sized dwellings with right-priced housing to avoid reaching "apartment" as the easiest solution for affordability	1. Educate stakeholders on Austin's decreasing affordability 2. Implement zones equitably and strategically to maximize opportunities to disperse affordable housing 3. Ensure demographics/equity factored into base zone locations 4. Engage Neighborhoods of Color in small area plans 5. Affordable housing displacement analysis/preservation strategies 6. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color	- Consider reducing parking requirements - Unbundle housing and parking rents - Provide property tax exemption for affordable units, with requirement that unit distribution works the same as market rate units (e.g. Seattle) - Establish partnership with Housing Authority	- Strong set of outputs here from equity perspective - Housing affordability need disaggregated by race - Housing unit need (household size) disaggregated by race - Housing cost burden disaggregated by race - Current market in Neighborhoods of color – cost and unit types/size	- None named	- Zoning discrepancies between East and West Austin	Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Housing groups focused on exclusionary neighborhoods and issues in these communities - Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to zoning, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities.	
18	<b>17: More Units By Right</b>	<b>Context:</b> New housing built to cater to wealthy renters and buyers is not a result of Austin's land development code. Community-based organizations and unnesessary regulation. It is a result of an exclusively profit-driven market. Austin's affordability incentives have completely failed to provide any increase in affordable housing. Allowing more units by right would increase the economic incentive to destroy the existing affordable single-family residences. <b>Question:</b> Do the incentives proposed in CodeNEXT provide for affordable housing? Do the incentives provide affordable housing for families? Do the housing types being incentivized meet the needs of families? Do they preserve Neighborhoods of Color? Does CodeNEXT focus on preserving neighborhood character without preserving historical culture and the people who have lived there?	Permit more housing units and encourage variety of unit sizes via context-sensitive development while prioritizing affordability that supports families, preserves Neighborhoods of color, and prevents displacement.	- When implemented with certain provisions (e.g. local input on neighborhood change), by-right policies can accelerate affordable housing development - Residents of Neighborhoods of color need a voice in local neighborhood change; by-right policies can silence that voice and it is not clear here how this will be addressed	Strengths > Challenges	- Check AMI levels for actual affordability for Austin's communities of colors - Consider how this logic model integrates in particular with 1 (Corridors and Centers) and 16 (More Diverse Housing Choice)	1. Affordable housing analysis including affordability (including analysis/preservation strategies) 2. Ensure demographics/equity factored into base zone locations 3. Engage Neighborhoods of Color in small area plans 4. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color	#UNPARSEABLE	- Outcomes of past permitting processes - Strong set of outputs here from equity perspective - Increase, or at least no decrease in, % people of color in Austin	- None named	- None named	Housing / Land Use	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to affordable housing, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing by-right housing programs?	
19	<b>18: Affordability Incentives</b>	<b>Context:</b> The reality of Austin's history and current market forces is that the incentives to maintain Austin's historical affordability. A major consequence of the loss of affordable housing is decreasing and fragmenting People of Color populations in Austin and the critical social infrastructure. <b>Question:</b> Please provide an analysis of how the incentives will provide affordable housing for Neighborhoods of Color.	Establish more effective framework for affordability incentives that leaves room for revision and ensures adequate housing production and affordability in Neighborhoods of color	- This logic model provides lots of important contextual information that acknowledges the problem and also the opportunities and challenges associated with overcoming it - Incentive "framework" is changeable over time, offering flexibility in a dynamic market environment and as needs of the Neighborhoods of color and communities of color change with displacement/gentrification - Approach is informed by activities of external partners	Strengths > Challenges	- Strengthen how this logic model connects with others across silos	1. Affordable housing analysis (including affordability incentives and capacity of zoning map) 2. Engage Neighborhoods of Color in small area plans 3. Fund new subsidized affordable housing 4. Foster discussion between community and policymakers over affordability and connected development 5. Ensure equitable bonus programs	- Consider employer-assisted housing - Affordable housing fund as a suite of mitigations in exchange for city incentives to attract large corporations	- Amount, type, and rents/costs of units within Neighborhoods of color - Housing cost burden disaggregated by race for Neighborhoods of color and citywide	- None named	- None named	Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to affordable housing, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing and improving affordable housing frameworks?	
20	<b>19: Flexible LiveWork Places</b>	<b>Context:</b> In Neighborhoods of Color small business owners have lived and thrived under the existing code. Their challenges are related to affordable housing, gentrification, and the displacement of their customers by gentrification. The description of "an old model of large-scale office and industrial development" fails to recognize small businesses that have lived and thrived under the existing land development code. <b>Question:</b> Will a CodeNEXT greater range of building types accelerate displacement? How will a greater range of building types preserve the culture and affordability of Neighborhoods of Color?	Increase commercial space supply and ensure access to these spaces through improved linkages between transit, housing, and jobs while propping up small businesses and preventing displacement in Neighborhoods of color.	- Operates from assumption that flexible livework spaces will benefit small business owners, no discussion of the potential for flexible livework spaces to accelerate displacement – need further data - No discussion of how flexible livework spaces will be associated with zoned land uses	Strengths > Challenges	- Build in analyses and non-Land Use safeguards linked with Land Use to provide additional protections to small businesses in Neighborhoods of color and communities of color to benefit from livework places, such as a certification or designation for cultural organizations, minority-owned businesses, etc.	1. Ensure demographics/equity factored into base zone locations 2. Engage Neighborhoods of Color in small area plans 3. Affordable housing analysis (including displacement analysis/preservation strategies) 4. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color 5. Review peer city economic development programs with emphasis on people of color-owned businesses 6. Explore development of community land trusts 7. Seek public involvement on revisions to Density Bonus Program	- See recommendations to rationale and data	- Create a knowledge base for the needs of small business owners: how does flexible livework respond to those needs and proactively stave off threats and other concerns?	- None named, though expect lots of health impacts resulting from electronic terrain and obstacle data - Safety is a variable dependent on housing standards and traffic calming measures	- None named	- None named	Housing / Economic	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood and Business Organizations (2D)	Residents of neighborhoods of color	
21	<b>20: Connected Communities</b>	<b>Context:</b> The description of new development as occurring in "pods of single-family or multi-family units" reflects reality in many of Austin's historically white neighborhoods, which were designed to segregate residential and commercial and industrial activities. One of the reasons this zoning was desirable for white families was their ability to afford individual automobile transportation. Austin's Neighborhoods of Color were not protected with isolated single-family zoning and developed with walkable access because some of these families had no other option. Challenge and solution statements in this section address connected infrastructure. By ignoring the challenges of connecting the people in Neighborhoods of Color, this focus on infrastructure perpetuates systemic racism. <b>Question:</b> How will CodeNEXT address the challenges of increasing fragmentation in Neighborhoods of Color?	Improve transportation connectivity across zoning categories and add multimodal transit access across all land tracts; strengthen regulation for subdivisions to incentivize mixed housing types to create connected, walkable communities while focusing on challenges of increasing displacement	- The language articulated in the goal directly addresses the problem stated. - The language of assumptions and activities here could be very informative for other transportation and housing oriented logic models	Strengths > Challenges	- Reconsider AMI requirements for accessing mobility data - Strengthen discussion of the location of jobs creation/economic development decisions/land uses and connectivity - Strengthen discussion of location of services in efforts to increase connectivity - Engage in analyses of common or priority pathways for existing Neighborhoods of color that takes displacement analyses into consideration	1. ID/share best practices for disaggregating mobility data 2. ID/share best practices for engaging people of color in planning/projet 3. Ensure demographics/equity factored into base zone locations 4. Engage Neighborhoods of Color in small area plans 5. Community co-creating analysis (including displacement analysis/preservation strategies) 6. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color 7. Ensure connections between different transit modes	- Consider preparing a fragmentation analysis/scale on top of displacement analyses – where are the priority areas and how to use the gradient to slow displacement in emergency areas? - Engage in analyses of common or priority pathways for existing Neighborhoods of color that takes displacement analyses into consideration	- Extant transportation accessibility maps with demographic overlays - None named, though expect lots of health impacts resulting from electronic terrain and obstacle data - Safety is a variable dependent on housing standards and traffic calming measures	- Outcome: enhanced connectivity, reflecting a need mentioned among historically marginalized populations	Transportation / Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to transportation connectivity, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing transit connectivity projects?		
22	<b>21: Clear, Effective Zoning Districts</b>	<b>Context:</b> The existing stock of affordable residential housing in Neighborhoods of Color is an important city asset. It provides affordability and helps to preserve an existing, important, unique and essential component of Austin's culture. Newly proposed zoning districts disproportionately target Neighborhoods of Color for increased density, compared to Austin's predominantly white neighborhoods. This targeting fails to respect existing residents' and their communities. It would increase property taxes and development pressure in those neighborhoods and accelerate the already devastating consequences of gentrification and displacement. <b>Question:</b> Do the changes proposed by CodeNEXT to existing patterns of residential, commercial, business, or industrial development, or any changes in Neighborhoods of Color, reflect a consensus or input of those who have lived in or have been displaced from those neighborhoods?	Establish complete and predictable development standards and regulations while preventing displacement and ensuring that development in Neighborhoods of color incorporates and reflects impact of residents or past, displaced residents	- Goal/rationale acknowledges stated problem	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Ensure demographics/equity factored into base zone locations 2. Engage Neighborhoods of Color in small area plans 3. Affordable housing analysis (including displacement analysis/preservation strategies) 4. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color	There is no problem with the activities that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	There is no problem with the data that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity. See recommendations in row #6 for "Strengthen Neighborhoods," as the recommendations there are relevant here, also.	- None named	- Mismatch between zoning and existing character	Land Use/ Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Development Community (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Association (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to zoning, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing zoning reforms?	
23	<b>22: Fine-Tuned Uses in Zones</b>	<b>Question:</b> If the fine-tune uses replace overlays, how do these address neighborhood-specific conditions? Are development standards less restrictive in Neighborhoods of Color? Do these uses encourage gentrification? Does the simplest process make it easier to bypass community input?	Establish distinct zoning classifications with nuanced regulations and develop standards that consider the most widely preferred conditions while also focusing on neighborhood specific conditions without more lax standards in Neighborhoods of color that also open space for community input.	- Goal/rationale acknowledges stated problem	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Ensure demographics/equity factored into base zone locations 2. Engage Neighborhoods of Color in small area plans 3. Affordable housing analysis (including displacement analysis/preservation strategies) 4. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color 5. Consider specific needs for engaging in outreach with communities of color around LDC	There is no problem with the activities that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	There is no problem with the data that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity. See recommendations in row #6 for "Strengthen Neighborhoods," as the recommendations there are relevant here, also.	- None named	- Engagement strategies with people of color	Land Use / Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Development Community (SF); Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to zoning, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing zoning reforms?	
24	<b>23: Site Planning Process</b>	<b>Context:</b> Neighborhood-scale infill projects have, and continue to, diminish Austin's affordable residential housing stock. These consequences are felt across the city but most particularly by those both individuals, families, and the cohesive structure and support of Austin's Neighborhoods of Color. Residential infill also places increased stress on city infrastructure: wastewater lines, water service, parks, trails, creeks, water quality and flood mitigation. This stress is most acute in Neighborhoods of Color, which have not been served, protected, and preserved to the same degree as Austin's predominantly white neighborhoods. <b>Question:</b> Will the new simplified site plan review process provide adequate opportunities for public review and input? Will there be sufficient protection of Neighborhoods of Color and businesses? Is there priority placed in affordability over feasibility?	Streamline site planning review process that expedites review for mid-size projects while ensuring space for public input, minimizing displacement, maximizing affordability, and preventing disproportionate burden on Neighborhoods of color.	- Goal/rationale acknowledges stated problem	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Ensure demographics/equity factored into base zone locations 2. Engage Neighborhoods of Color in small area plans 3. Affordable housing analysis (including displacement analysis/preservation strategies) 4. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color 5. Consider specific needs for engaging in outreach with communities of color around LDC	There is no problem with the activities that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	There is no problem with the data that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity. See recommendations in row #6 for "Strengthen Neighborhoods," as the recommendations there are relevant here, also.	- None named, though discussion of how infill impacts resource availability and quality referenced in section and will necessarily be considered	- Mismatch between zoning and existing character	Land Use / Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Development Review Staff; Local Non-Profits; Community Development Corporations, etc. (ZE, SE); Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to zoning, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing zoning reforms?	

Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14	Column15	Column16	
25	24. Simplified Permitting	Question: How does this process benefit community members from Neighborhoods of Color? Does it make it easier to bypass community involvement? Will it accelerate gentrification? Will it impact Neighborhoods of Color more than other neighborhoods?	Update permitting procedures in accordance with local and state legislation and maximizing ease of use while also opening spaces for public input, hindering gentrification, discouraging displacement and ensuring impact of redevelopment does not unfairly harm Neighborhoods of color.	- Goal/rationale acknowledges stated problem	- This language appears "cookie cutter" with other land use-oriented logic models and does not provide sufficient information about how the efforts carried out in this arena will address the needs of Neighborhoods of color or the population at large	Challenges > Strengths	- Address challenges named - See activities recommendations	1. Ensure demographics/equity factored into base zone locations 2. Engage Neighborhoods of Color in small area plans 3. Affordable housing analysis (including displacement analysis/preservation strategies) 4. ID anticipated impacts of redevelopment in engagement with Neighborhoods of Color 5. Consider specific needs for engaging in outreach with communities of color around LDC	There is no problem with the activities that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity.	There is no problem with the data that are listed here, but altogether, these don't say much related to the specific problem or goal stated. Need more attention and specificity. See recommendations in row #6 for "Strengths Neighborhoods," as the recommendations there are relevant here, also.	- None named	- Engagement strategies with people of color - Mismatch between zoning and existing character	Land Use / Housing	Supportive Property Owners and Business Owners, and Real Estate Groups (SF); Development Community (SF); Development Review Staff; Local Non-Profits, Community Development (2E, 5E) Corporations, etc.; Neighborhood Associations (2D)	Residents of neighborhoods of color	- Early on in planning and implementation, identify specific COCs and NOCs impacted by issues related to zoning, share existing plans and priorities, and listen openly to understand needs and priorities. Be prepared to shift existing plans and implement COC priorities. - Consider how external partners can support community organization around these issues. How can philanthropic funders and nonprofit partners support capacity building, information gathering, and engagement among community members to partner effectively with City staff responsible for implementing zoning reforms?