



McPHERSON  **PLANNING**
LOCAL REDEVELOPMENT AUTHORITY



Fort McPherson Outreach and Landuse Plan: Appendix

September 2007

9. Appendix



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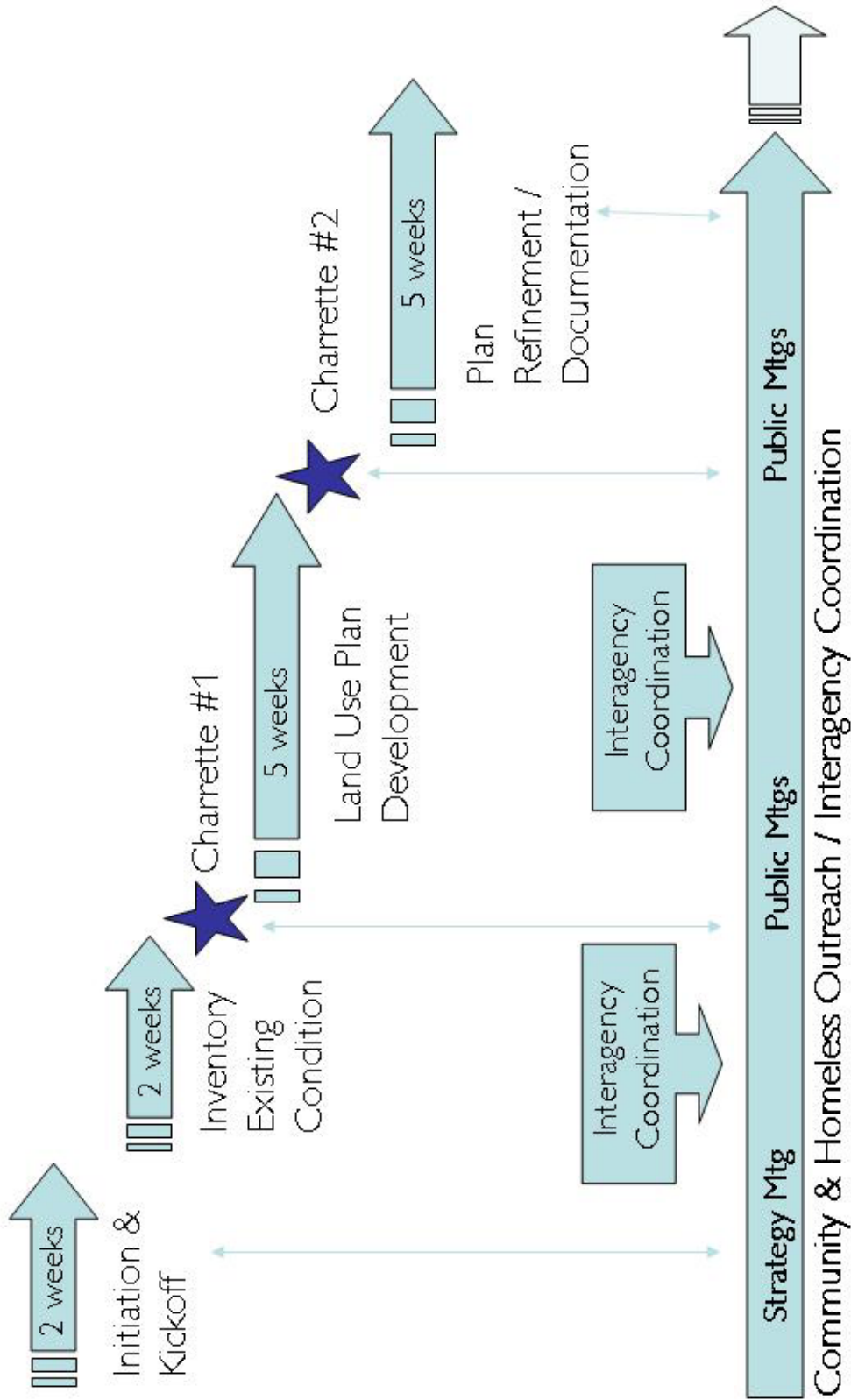
A1. Summary of Phase 1 Process

Phase 1: Study Process & Methodology :

- LRA Visioning Process / Goals, Objectives and Principles
 - LRA One-on-One Interviews
 - Community Stakeholder Interviews
- The Reuse Planning and Decision-Making Process
- Financial Tools and Techniques for Implementation
- Draft Comprehensive Reuse Goals and Objectives
- Draft Guiding Principles and Redevelopment Policies
- Existing Data and Plan Overview / Preliminary Due Diligence
- On-Base Fort McPherson Base Resources / Conditions
- Past and Current Citywide / Local Neighborhood Planning Initiatives
- Atlanta/East Point Economic Profile and Market Analysis
- Off-Base Land Use Conditions and Characteristics
- Identify and Document Relevant Case Studies
- Strengths, Weakness, Opportunities and Threats Analysis (SWOT)
- Pre-Planning Vision and Summary Report*

A2. Summary of Phase 1 Recommendations

- **Develop Advisory Committee Work Plans**
- **Select Outreach & Comprehensive Plan Consultant Team**
- **Structure and Implement:**
 - Communications Program
 - Public Involvement Process
 - Regional Leadership Coordination
- **Consolidate the Homeless Requests into One Common Approach and Solution**
- **Provide for a Parallel Track of Activities that Includes:**
 - LRA Organization of Role & Responsibilities
 - Site-wide Environmental Due Diligence & Investigation
 - Facilities and Infrastructure Reuse Analysis
 - Financial Pro-forma Development
 - Investigation of Army Mission Realignment Timing & Potential Use of Exchange Authority
- **Enable Implementation LRA**
- **Work with Key Decision Makers and Stakeholders to Establish Re-use Plan Reporting Structure & Communications Process**
- **Create the Reuse Planning Milestones, Key Deliverables & Schedule for Plan Alternatives**
- **Build a Strategy for Property Transfer Negotiations, State/Army Integration and Disposition & Conveyance Approaches**
- **Explore Desirable Public-Private Partnership Opportunities to Position the Land Plan Appropriately**
- **Articulate the Vision and Guiding Principles Through the Creation of Land Plan Alternatives**
 - Detail External & Internal Influences of the Plan
 - Match Land Use Categories to Topographic, Facility & Infrastructure Opportunities
 - Map Physical, Environmental & Infrastructure Constraints to Plan Alternatives
 - Explore Disposition Approaches that Facilitate & Enhance the Implementation of the Alternatives
- **Adopt Comprehensive Land Use Plan**
- **Prepare/Submit HUD & DoD Application**
- **Complete Final Conveyance**
- **Begin Redevelopment**



A3. Schedule for Phase 2 Process

Community Outreach Process

Community outreach was a critical component of the Fort McPherson Community Outreach and Land Use Plan. The outreach process included three primary components. The first component addressed the need to engage community members and stakeholders in the development of the Reuse Plan. The second entailed assisting and coordinating the successful consideration of homeless interest and formulation of an agreement with the homeless representatives. The third component involved assisting and coordinating consideration of state and local interests for reasonable inclusion in the Reuse Plan. The approach to accomplishing these three key goals was a combination of targeted public meetings at key process intervals and individual interviews or small group meetings. This approach required the application of techniques for effective communications, assertive outreach, education and regulatory compliance to ensure that community participation in the study was broad and inclusive.

The public outreach strategy achieved the following strategic goals:

- The public was provided with early, ongoing and meaningful opportunities for involvement in the reuse planning process.
- Timely contact was maintained with the general public, government agencies, and other key stakeholders throughout the planning process.

The interagency coordination strategy was designed to include the many local, regional, state agencies and special interest groups responsible for formulation and implementation of policies and projects resulting from the Reuse Plan. Coordination efforts with local municipalities and other various agencies included meetings to review study findings, determine land use, design and transportation issues and needs, consider alternatives, and establish project priorities.

Taken together, the public outreach and interagency coordination activities were the focal points of the public involvement program – accentuating the technical milestones of the project while promoting public awareness, participation and consensus on plan recommendations. All supporting documentation

of the community outreach process is available separately from MPLRA

Outreach Summary

Leadership Briefings

The affairs of the McPherson Planning Local Redevelopment Authority are managed by a Board of Directors consisting of eleven (11) members, of whom eight (8) are appointed by the Mayor of the City of Atlanta and of whom three (3), the Mayor of the City of Atlanta, the Mayor of the City of East Point, and the Chairman of the Fulton County Commission serve ex officio. Initial board members (during the planning process) were:

- Felker Ward, Jr., Chairman of the MPLRA,
- The Honorable Shirley Franklin, Mayor of the City of Atlanta,
- The Honorable Joe Macon, Mayor of the City of East Point,
- The Honorable John Eaves, Chairman of the Fulton County Board of Commissioners,
- Michael Beatty, Commissioner, Department of Community Affairs,
- Lisa Gordon*, City Manager of the City of East Point,
- Kenneth DeLeon, Member, City of East Point,
- Ayesha Khanna, Chief Operating Officer, United Way of Metropolitan Atlanta,
- Richard Holmes, Senior Vice President, Metro Atlanta Region, Georgia Power Company,
- Mark Hennessy, President, Hennessy Automotive Group, and
- Bill Linginfelter, Chief Executive Officer, Georgia Banking, Wachovia Bank

In addition to the Board of Directors, the MPLRA Bylaws established three advisory committees: the Healthy Community and Quality of Life Subcommittee, the Reuse and Design Subcommittee and the Finance

* Lisa Gordon has been replaced by the current City Manager for City of East Point, Beth McMillan.

and Economic Development Subcommittee.

The MPLRA Board of Directors and Advisory Committees were provided regular briefings during the development of the Reuse Plan. Table A5-1 lists the leadership briefing dates.

Leadership Briefings <i>table A5-1</i>	
Committee	Date
MPLRA Board	February 27, 2007
	March 20, 2007
	April 10, 2007
	May 10, 2007
	May 15, 2007
Reuse and Design Subcommittee	February 7, 2007
	February 26, 2007
	March 15, 2007
	April 10, 2007
	May 14, 2007
Quality of Life Subcommittee	February 12, 2007
	June 28, 2007
Healthy Community Subcommittee	March 12, 2007
	March 23, 2007
	April 9, 2007
	May 7, 2007
	May 24, 2007
Joint Reuse and Design/Healthy Community Subcommittee	June 11, 2007
	April 19, 2007
Community Subcommittee	

Fort McPherson Advisory Group

The Fort McPherson Advisory Committee was established to allow greater community participation in the development of the Reuse Plan and serve as an extension of and voice for the community surrounding Fort McPherson. As an advisory group, the committee met at select milestones to discuss study developments and provide input. The advisory committee was made up of representatives from the City of Atlanta Neighborhood Planning Units (NPU)s directly affected by the redevelopment of Fort McPherson, namely NPU R, NPU S, and NPU X. The formation of the advisory committee:

- Allowed MPLRA to share information with local community leaders
- Provided a continuing forum for direct input into the planning process
- Provided an opportunity for study participation, questioning and clarification
- Facilitated consensus about Reuse Plan assumptions and recommendations

The study team participated in three meetings with the advisory committee on the following dates: March 31, 2007, April 30, 2007, and May 12, 2007.

Stakeholder Outreach

The study team conducted several individual meetings and telephone interviews with key stakeholders during the course of the study to gain a better understanding of their views on the redevelopment of Fort McPherson and to ensure that feedback from key government and business community partners was obtained. Interviewees included:

- City of Atlanta Council Members
Lisa Borders, President
Jim Maddox, District 11
Ceasar Mitchell, Post 1 at Large
Cleta Winslow, District 4
- City of East Point Council Members
Theresa Nelson, Ward A
Pat Langford, Ward B
- City of East Point Planning
Beth McMillan, Director
- Mayor's Office
Beverly Isom, Director of Communications
- Members of the East Point Business Association
- City of Atlanta, Department of Planning & Community Development
Steven R. Cover, Commissioner
James Shelby, Deputy Commissioner

- Concerned Black Clergy
Rev. Darrell D. Elligan, President
- South Fulton Chamber of Commerce
Leslie Hamrick, President
- Metropolitan Atlanta Chamber of Commerce
Hans Gant, Senior VP for Economic Development
- Regional Commission on Homelessness
Paul Bolster, Director of Supportive Housing, United Way
- City of East Point, Department of Parks and Recreation, Siegfried Jones

Thursday, April 12, 2007 7-9 pm	William M. Finch Elementary 1114 Avon Avenue, SW Atlanta, GA, 30310
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The first round of meetings and workshops resulted in three alternatives for potential reuse of Fort McPherson based on community input. The three scenarios highlighted (1) a mixed use neighborhood, (2) an employment center, and (3) a regional destination. The second round of meetings and workshops presented a preferred concept plan, which combined all three scenarios, for public review and comment. Close to 300 members of the community participated in the both rounds of meetings.

On May 9th 2007, a special public meeting was held at the Auditorium at City of East Point to discuss proposed Homeless Assistance Transfer Component of the reuse plan. This meeting was well attended by City Council members, Community Leaders, concerned stakeholders and residents from City of Atlanta and East Point.

In addition to public meetings, study team members held a series of office visits in May to provide the community with flexible opportunities to review the developing reuse plan and provide input. The study team also made presentations at scheduled Neighborhood Planning Unit meetings in the City of Atlanta and Ward meetings in the City of East Point, as well as neighborhood association meetings to present study findings and solicit additional input. Refer to table A5-3 on page 14.

Public Information Materials

A number of essential public information materials provided timely, straightforward information to the public and media during the Reuse Plan development process. The materials were developed to stimulate public interest, dialogue and feedback.

Flyers announcing meeting opportunities were developed and widely distributed to City of Atlanta and East Point residents in the communities surrounding Fort McPherson. A newsletter was created to provide an overview of the project and present the reuse concepts under consideration. Flyers and newsletters were mailed, hand delivered

Public Meetings

The MPLRA hosted two rounds of public meetings and charrettes for the Fort McPherson Land Use and Community Outreach Plan during the months of March and April 2007. The table below outlines the details of the public meeting dates and locations.

Public Information Meetings <i>table A5-2</i>	
Date	Location
<i>Round 1</i>	
Tuesday March 6, 2007 7-9 pm	William M. Finch Elementary 1114 Avon Avenue, SW Atlanta, GA, 30310
Wednesday, March 7, 2007 10 am-8 pm	Greater Rising Star Baptist Church The Love Center 1681 Campbellton Road, SW Atlanta, GA 30311
Thursday, March 8, 2007 10 am – 8 pm	Greater Rising Star Baptist Church The Love Center 1681 Campbellton Road, SW Atlanta, GA 30311
Thursday, March 8, 2007 7-9 pm	William M. Finch Elementary 1114 Avon Avenue, SW Atlanta, GA, 30310
<i>Round 2</i>	
Tuesday April 10, 2007 7-9 pm	William M. Finch Elementary 1114 Avon Avenue, SW Atlanta, GA, 30310
Wednesday, April 11, 2007 10 am-8 pm	Greater Rising Star Baptist Church The Love Center 1681 Campbellton Road, SW Atlanta, GA 30311
Thursday, April 12, 2007 10 am – 8 pm	Greater Rising Star Baptist Church The Love Center 1681 Campbellton Road, SW Atlanta, GA 30311

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and distributed at churches, libraries, schools, local colleges and the YMCA. Flyers and the newsletter were also posted on the study website. Displays boards and visual presentations were essential materials that provided updated information to the public about the Reuse Plan. Comment forms were distributed at meetings to obtain feedback.

From sign-in sheets, existing mailing lists and other points of contact, the project team developed a project mailing list of over 12,000 names in the Cities of Atlanta and East Point. The list included elected officials, transportation planning partners, residents, community organizations, businesses, property owners, and other interested parties. The list was updated regularly with contact information gathered at meetings and from telephone calls, emails, and other correspondence from the public. The mailing list was used to announce public events and distribute public information materials.

The media was an important resource for building awareness of the Fort McPherson Land Use and Community Outreach Plan. Media outreach was conducted throughout the Reuse plan development process to advertise meeting opportunities and stimulate public interest. Newspaper advertisements and press releases were distributed to media outlets such as the Atlanta Journal Constitution, South Fulton Neighbor, and the Fulton County Daily Report in advance of every public meeting. Additionally, several articles were published about study results and meeting opportunities. Media representatives also attended public meetings and reported on the results.

Located at www.mcphersonredevelopment.com, a dedicated web site for the Fort McPherson Reuse Plan was launched in 2006 and updated regularly. The web site included information about the MPLRA, the BRAC process and the Reuse Plan.

Fort McPherson Outreach and Land Use Schedule of Office Hours

table A5-3

Date	Location
Round 1 City of East Point	
Monday 23-Apr-07 8.30 am - 5.30 pm	Villages of East Point 1932 Stanton Road City of East Point, GA.
Wednesday 25-Apr-07 8.30 am - 5.30 pm	Villages of East Point 1932 Stanton Road City of East Point, GA.
Friday 27-Apr-07 8.30 am - 5.30 pm	Villages of East Point 1932 Stanton Road City of East Point, GA.
Round 2 City of Atlanta	
Monday 23-Apr-07 10 am - 5 pm	Shamrock Garden Apartments 1988 Plaza Lane Atlanta, GA.
Wednesday 25-Apr-07 10 am - 5 pm	Shamrock Garden Apartments 1988 Plaza Lane Atlanta, GA.
Friday 27-Apr-07 10 am - 5 pm	Shamrock Garden Apartments 1988 Plaza Lane Atlanta, GA.

A5 Schedule for Public Outreach

Fort McPherson Outreach & Land Use

Weekly Project Schedule

From Week Beginning: 20 Jan. 07

Date: 15 Feb. 07

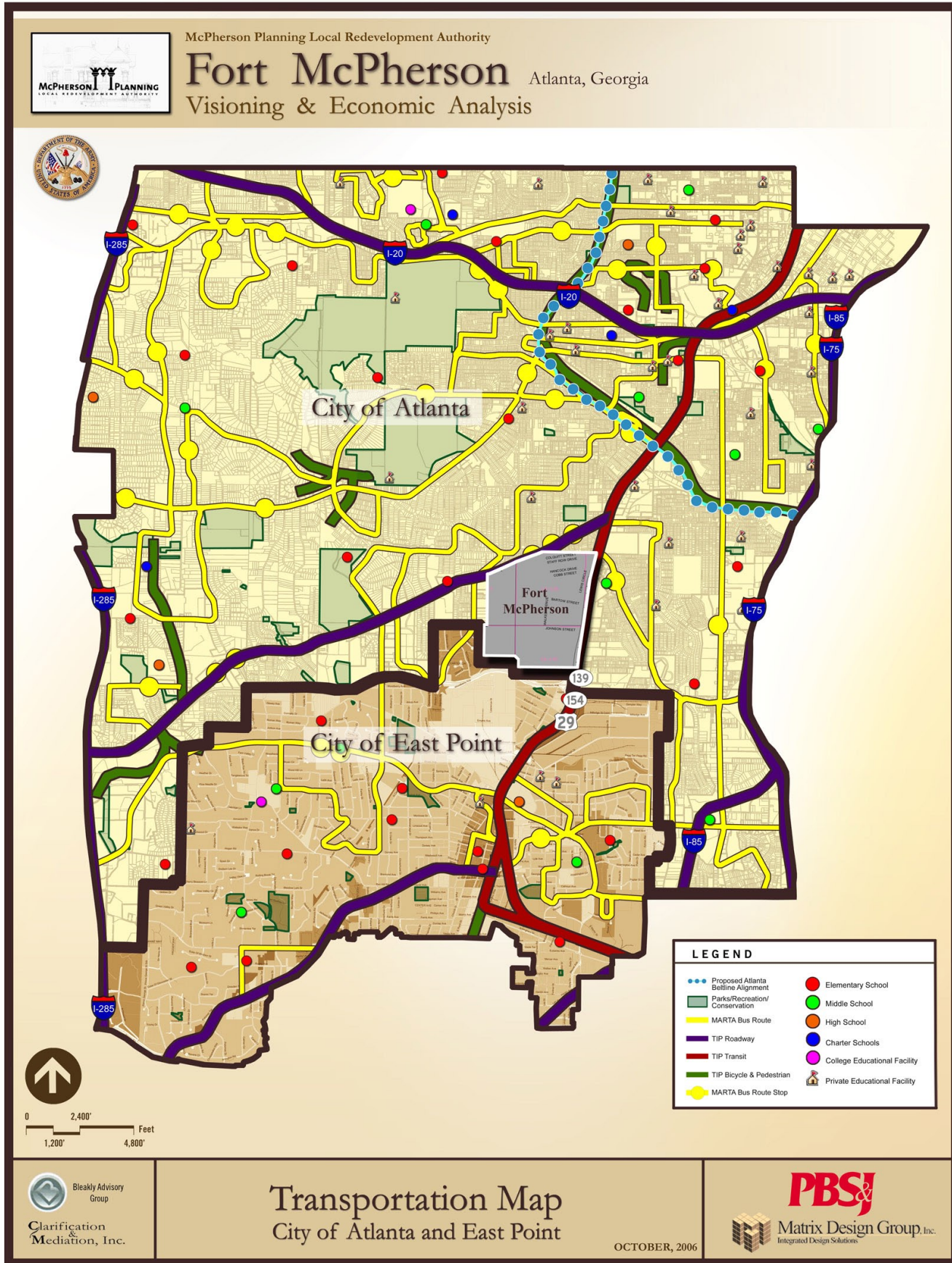


Week	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
	20-Jan-07	21-Jan-07	22-Jan-07	23-Jan-07	24-Jan-07	25-Jan-07	26-Jan-07
1				EP-NBHD 18- 7:00PM EP-NBHD 26- 7:30PM Board Confirmation	Mtg. w/ State	EP-NBHD 7- 7:00PM EP-NBHD 25- 7:00PM	
2	27-Jan-07	28-Jan-07	29-Jan-07	30-Jan-07	31-Jan-07	1-Feb-07	2-Feb-07
						EP-NBHD 28- 7:00PM	
3	3-Feb-07	4-Feb-07	5-Feb-07	6-Feb-07	7-Feb-07	8-Feb-07	9-Feb-07
				EP-NBHD 3- 7:30PM	Reuse and Design Comm. @ 9.00 AM	EP-NBHD 16- 7:00PM	
4	10-Feb-07	11-Feb-07	12-Feb-07	13-Feb-07	14-Feb-07	15-Feb-07	16-Feb-07
			NPU-X mtg @ 7.00pm	EP-NBHD 5- 7:00PM		SITE VISIT @ 2:30 PM	
			Quality of Life mtg - 2:30	EP-NBHD 6- 7:00PM		NPU-S mtg @ 7.30pm	
5	17-Feb-07	18-Feb-07	19-Feb-07	20-Feb-07	21-Feb-07	22-Feb-07	23-Feb-07
		EP-NBHD 8- 6:00PM		EP-NBHD 18- 7:00PM EP-NBHD 26- 7:30PM		EP-NBHD 7- 7:00PM EP-NBHD 25- 7:00PM	Steering Committee 3
6	24-Feb-07	25-Feb-07	26-Feb-07	27-Feb-07	28-Feb-07	1-Mar-07	2-Mar-07
	EP-NBHD 17- 1:00PM		Reuse+Design mtg - 9:30 Coalition MTG - 3 PM	PRESENTATION TO BOARD : 10.00 - 1.00		EP-NBHD 28- 7:00PM	
7	3-Mar-07	4-Mar-07	5-Mar-07	6-Mar-07	7-Mar-07	8-Mar-07	9-Mar-07
				CHARRETTE 1	NPU-R mtg @ 7.00pm	EP-NBHD 16- 7:00PM	
				EP-NBHD 3- 7:30PM			
8	10-Mar-07	11-Mar-07	12-Mar-07	13-Mar-07	14-Mar-07	15-Mar-07	16-Mar-07
				EP-NBHD 5- 7:00PM EP-NBHD 6- 7:00PM		Reuse+Design mtg - 9:30 Coalition MTG - 1 PM	
			Healthy Community -12:30	NPU-X mtg @ 7.00pm		NPU-S mtg @ 7.30pm	
9	17-Mar-07	18-Mar-07	19-Mar-07	20-Mar-07	21-Mar-07	22-Mar-07	23-Mar-07
		EP-NBHD 8- 6:00PM		MPLRA MTG 1:30 EP-NBHD 18- 7:00PM EP-NBHD 26- 7:30PM			Healthy Community - 8:30
10	24-Mar-07	25-Mar-07	26-Mar-07	27-Mar-07	28-Mar-07	29-Mar-07	30-Mar-07
	EP-NBHD 17- 1:00PM				Reuse+Design mtg - 9:30	EP-NBHD 7- 7:00PM EP-NBHD 25- 7:00PM	
11	31-Mar-07	1-Apr-07	2-Apr-07	3-Apr-07	4-Apr-07	5-Apr-07	6-Apr-07
				EP-NBHD 3- 7:30PM	NPU-R mtg @ 7.00pm	EP-NBHD 28- 7:00PM	2PM Beth McMillan
12	7-Apr-07	8-Apr-07	9-Apr-07	10-Apr-07	11-Apr-07	12-Apr-07	13-Apr-07
		4-5PM Caesar Mitchell		Reuse+Design mtg - 9:30	10AM Leslie Hambrick	3:30PM Hans Gant	
		Healthy Community - 2:30		CHARRETTE 2		EP-NBHD 16- 7:00PM	
		NPU-X mtg @ 7.00pm		EP-NBHD 5- 7:00PM EP-NBHD 6- 7:00PM	12:30PM Conf.Call Theresa Nelson		

A5. Schedule of Public Outreach

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13	14-Apr-07	15-Apr-07	16-Apr-07	17-Apr-07	18-Apr-07	19-Apr-07	20-Apr-07
			7PM WARD D MTG	MPLRA MTG@1:30pm EP-NBHD 18- 7:00PM EP-NBHD 26- 7:30PM		Joint Reuse+Design & Healthy Community mtg - 9:30 NPU-S mtg @ 7.30pm	10AM Protip Byswas
14	21-Apr-07	22-Apr-07	23-Apr-07	24-Apr-07	25-Apr-07	26-Apr-07	27-Apr-07
		EP-NBHD 8 6:00PM	7PM WARD C&B MTG	9:30AM Lisa Borders 3PM Jim Maddox	11AM Steven Cover 11:30AM James Shelby	EP-NBHD 7- 7:00PM EP-NBHD 25- 7:00PM	
15	28-Apr-07	29-Apr-07	30-Apr-07	1-May-07	2-May-07	3-May-07	4-May-07
	EP-NBHD 17 1:00PM		10:30AM Tax Matters Interview 7PM Ft.McP Advisory Com.Mtg-TENT	EP-NBHD 3- 7:30PM	NPU-R mtg @ 7.00pm	EP-NBHD 28- 7:00PM	
16	5-May-07	6-May-07	7-May-07	8-May-07	9-May-07	10-May-07	11-May-07
			Healthy Community - 2:30	EP-NBHD 5- 7:00PM EP-NBHD 6- 7:00PM	7PM EP Biz Assoc	EP-NBHD 16- 7:00PM	
17	12-May-07	13-May-07	14-May-07	15-May-07	16-May-07	17-May-07	18-May-07
	10AM Ft. McP Adv.Com Mtg-TENT		Reuse+Design mtg - 9:30 NPU-X mtg @ 7.00pm	MPLRA MTG EP-NBHD 18- 7:00PM EP-NBHD 26- 7:30PM		NPU-S mtg @ 7.30pm	FINAL SUBMITTAL TO MPLRA

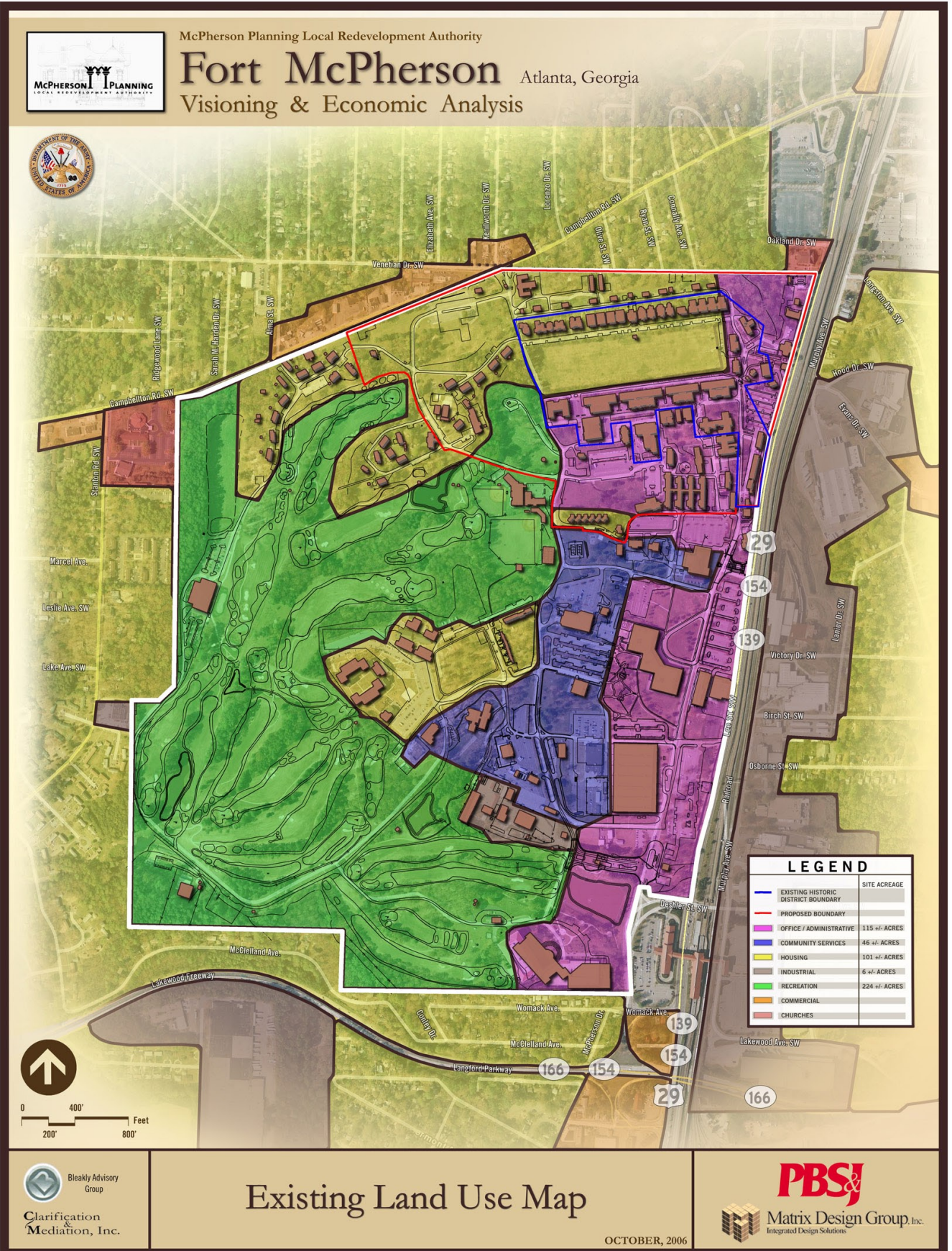


A6. Existing Conditions- Physical Conditions



All Graphics on this page produced by PBSJ during Phase 1 of Fort McPherson Reuse Planning Effort.

Fort McPherson Outreach and Land Use Plan - Sept 22, 2007



Existing Conditions



Figure 1. Proposed Land Use Plan

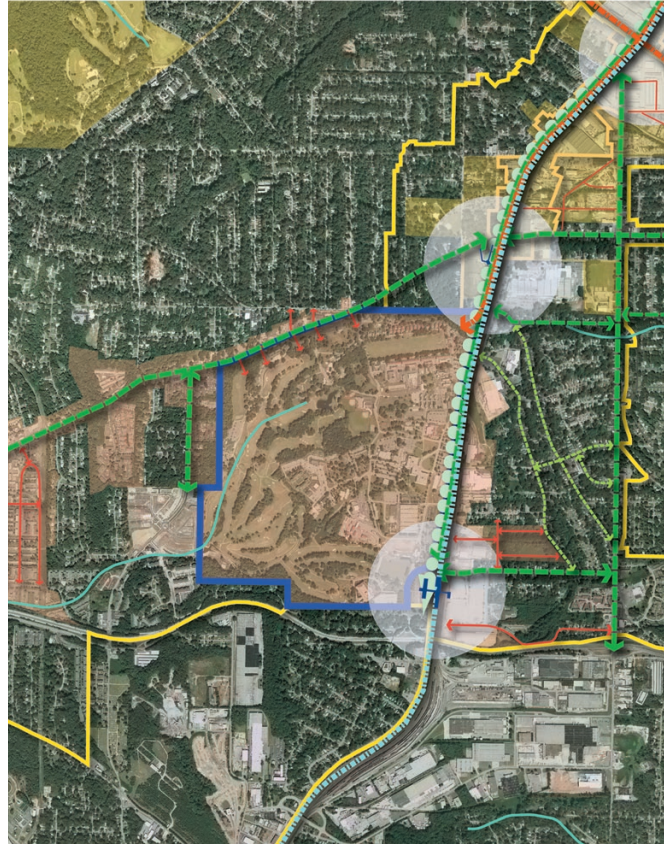


Figure 1. Proposed Land Use Plan

Existing Conditions (Environmental Conditions)

Potential Site Wide Issues						
Issue	status	potential contaminants of concern	redevelopment issue(s)	potential costs	comments	
Asbestos wrapped steam lines	not yet investigated	asbestos in soils	asbestos in soils	high		
Asbestos cements associated with water supply systems	not yet investigated	asbestos in soils	asbestos in soils, abatement, removal	high	may include asbestos cement	
potential transite piping/utility structures	no information	asbestos piping/structures	asbestos in soils, abatement, removal	low to high	transite associated with utility corridors at facilities of this age	
Lead based paint	not completely investigated	lead	lead based paint in soils, adjacent to buildings	low to high	affects most buildings on site	
Asbestos in buildings	not completely investigated	friable asbestos in buildings	potential friable asbestos in buildings	low to high	affects most buildings on site	
Radon	Radon assessed in army priority buildings: Child Development Center, Health Clinic, and building 200 basement	Radon	Mitigation systems may be required depending upon re-use	low to med	Fulton County is known for a predicted average radon concentration greater than the regulatory standard of 4 pCi/L, but none of the three structures surveyed had actionable levels of radon	
Potential radionuclide's in 18 buildings, former burn pit, and potentially in golf course.	not yet investigated	radioactive materials	potential radionuclide's in buildings	low to high	buildings include: 105, 128 through 131, 161, 163, 170, 171, 179, 180, 205, 206, 346, 366, 363, and former burn pit and golf course	
Polychlorinated Biphenyls(PCBs)	Possible 16 transformers that may still contain PCBs/light ballasts in old buildings	PCBs	Removal or replacement with non PCB containing transformers/ removal of old PCB ballasts associated with older buildings	low	Facility removed most transformers that contained PCB concentrations above 50 ppm as of 1995. However not all transformers appear to be appropriately labeled. Most PCB ballasts are managed as encountered for light upgrade/replacement; will need to be addressed prior to redevelopment	
Pesticides/herbicides use site wide, storage and mixing at buildings: 343, 363, doors 16 and 18, 356, and 456, and possibly others	not completely investigated	Pesticides/Herbicides			Pest management reviews since the 1970s have indicated pesticide storage and mixing operations were inadequate at Buildings 341, 356, and 456	
Installation Restoration Program (IRP) sites						
Building/Site	status	potential contaminants of concern	redevelopment issue(s)	potential costs	comments	
FTMP-01 - Building paint shop	Previously closed (1988), but Shaw indicates that the site may need to be investigated - removed sludge from an oil water separator, filled with gravel and closed the site.	metals, vocs, svocs, pesticides, pcbs from hydraulic lifts.	previous closure may be based upon industrial re-use, additional site concerns not addressed as part of ECP	low to high	concern is previous building operations	
FTMP-02 - Building 41, UST (SJA office)	5,000 gallon heating oil tank, removed along with 157cu/yds soils. Ga-EPD - No further Action Jan 1992	petroleum (heating oil)	Site closure may be based upon industrial re-use	low		
FTMP-03 Building 346, waste oil tank (motor pool gas station)	waste oil tank removed and closure report submitted, however no documentation exists with GA EPD	waste oil	No formal closure documentation. Closure may have been based upon industrial re-use	low		
FTMP-04 - Building 346, Oil/Water separators (motor pool gas station)	2,000 gallon single walled oil water separator, no investigation to date, and tank is active.	petroleum	subsurface contamination may exist	low		
FTMP-05 - Building 370 - oil/water separator (auto craft shop)	Petroleum discharge from auto craft shop, wash water from steam wash rack. Site closeout of rip program in 1988, but use continued.	petroleum	history of releases with no investigation	low to med		
FTMP-06 - Old incinerator ash dumpsite (new barracks site)	old burn area. 112,392 tons material excavated 45,286 hazardous, groundwater also effected.	Vocs, VOCs, metals, (dioxins?), in wastes/soils groundwater also	Long term monitoring conducted for three years, waiting on EPD No Further Action, site use within identified plume may be restricted depending upon findings of GA-EPD.	high	No comment about dioxin associated with wastes - potential concern regarding dioxin contamination and additional wastes in other areas of golf course. Groundwater issues ongoing - potential for RAD waste as part of medical research animal disposal.	
FTMP-07 - building 357, DEH Maintenance (oil/water separator)	petroleum discharge from wash rack, still in use. Site closeout of rip program in April 1988, but use continues	petroleum	subsurface contamination may exist	low to med		
FTMP-08 - building 370, waste oil tank (auto craft shop)	UST removed in 1993 - closure approval from GA-EPD?	petroleum	subsurface contamination may exist	low to med	Need verification regarding closure from GA-EPD	

Market Analysis Approach

While considering current local demographic and economic characteristics are important to creating a realistic and implementable plan, the situation of the redevelopment of Fort McPherson is a unique one. It is an unusual combination of a considerable size (nearly 500 acres), in-town location (within City of Atlanta and directly adjacent to East Point), and superior alternative transportation access (between two MARTA rail stations). These assets, along with the amenities contained on the grounds of Fort McPherson itself, create a very distinct opportunity for redevelopment of a scale and nature not yet seen in southwest Atlanta or most of the rest of the City.

In part because of the Fort and its need to create barriers to the community for security reasons among others, the area immediately surrounding it has not yet experienced market pressure to redevelop. Revitalization efforts are certainly gaining in East Point, much of it along its border with the Fort. Fort McPherson in and of itself can absolutely be a catalyst for redevelopment in this area. Thus, there is opportunity for the current demographic and economic numbers, and the trends they represent, to change as continued development and redevelopment takes place in the greater Fort McPherson area.

A decision was made early in this planning process to step outside of local market conditions in considering what the long-term vision of the redevelopment of Fort McPherson could be. The redevelopment of Fort McPherson is a unique and significant opportunity to catalyze redevelopment in this area of southwest Atlanta and northern East Point. Given this, the plan was developed in terms of vision and possibility, and then market conditions were evaluated and trended based on aggressive redevelopment potential. A significant driver of the assumptions contained in evaluating the market dynamics was the strong possibility of gaining significant public investment early in the Fort's redevelopment to serve as an anchor and attractor.

The potential for the 488 acres that Fort McPherson encompasses to create change in the immediate area is substantial. Given this, the redevelopment plan was viewed as becoming the catalyst for

changing market dynamics in the area instead of viewing a typical property as merely impacted by the market it is contained within. Essentially, at the build-out of a redevelopment on the grounds of Fort McPherson, there will be a completely new market activated in the area. Again, this is the basis for taking such an aggressive approach to potential market performance of this redevelopment plan instead of simply trending out what is currently occurring in the area today.

Office Market Analysis

Metro Overview

The metro Atlanta office market is undergoing a recovery that is long due. The last two years have brought improvement in terms of net absorption, vacancy and subleases. The overall Atlanta office market has continued to absorb large amounts of space throughout 2006, according to data from CoStar Group. Net absorption for the overall Atlanta market was over four million square feet in 2006. However, in first quarter 2007, the market absorption was a negative 34,086 square feet. In addition, there is 5.6 million square feet under construction. Overall, vacancy rates have remained fairly steady since the end of 2005.

The market recovery is certainly more gradual than many past cycles. Some question how accurately a comparison can be made with the record low vacancy rates that occurred seven years ago in metro Atlanta as a result of the technology boom. There is an expectation that supply will outweigh demand as more new construction gets underway. However, job growth is expected to continue, and as that happens, rents should remain stable as concessions decline. The brokerage community's confidence levels are up and activity is not showing any signs of slowing down, according to Grubb & Ellis.

The metro Atlanta office market has 8,215 buildings, comprising about 243.8 million square feet. The average rental rate is \$19.07 per square foot, and the vacancy rate is at 14.2%. The total space can be classified into three categories: Class A (41.6%), Class B (43.6%), and Class C (14.8%).

Submarket Characteristics

Fort McPherson is located in the West Atlanta submarket, which contains 2.8 million square feet of space. It is the worst performing in the metro area, in terms of both vacancy and rental rates. The West Atlanta submarket has a vacancy rate of 17.5%, which is 3.3% higher than the metro average. This vacancy rate has actually increased from the 15.6 % reported in fourth quarter 2006. Overall, vacancy rates have been on the rise since the end of 2002. Rental rates for this submarket have begun to recover since falling in third quarter 2006, and are now at \$16.68 per square foot, still 14% lower than the metro average. Historically, the West Atlanta submarket generally experiences higher vacancy rates and lower rental rates than other Atlanta submarkets.

The immediate area surrounding Fort McPherson does not currently have a major office market presence. Indeed, despite the large geographical area that the West Atlanta submarket covers, it is the smallest submarket in terms of total square feet.

Atlanta Office Market Statistics, by Submarket First Quarter 2007

Submarket	Total Square Feet	Vacancy Rate	Average Rental Rate
Buckhead	17,591,560	11.9%	\$24.91
Central Perimeter	31,994,680	14.0%	\$20.14
Downtown	33,434,039	17.3%	\$19.68
Midtown	21,267,705	9.6%	\$21.58
North Fulton	30,421,031	13.9%	\$17.18
Northeast Atlanta	27,142,822	17.5%	\$16.70
Northlake	24,259,204	9.7%	\$17.52
Northwest Atlanta	40,236,084	15.7%	\$18.28
South Atlanta	14,186,336	13.8%	\$18.15
West Atlanta	2,851,560	17.5%	\$16.68
Total	243,815,021	14.2%	\$19.07

Source: CoStar Group

Atlanta Office Market Statistics, by Submarket First Quarter 2007

	Atlanta Metro	Downtown		Midtown		West Atlanta	
	SF	SF	% of Metro	SF	% of Metro	SF	% of Metro
2006	4,052,360	(586,752)	-14%	794,400	20%	84,340	2%
2005	4,931,207	53,102	1%	650,249	13%	(75,388)	-2%
2004	4,332,205	(732,441)	-17%	1,037,169	24%	118,117	3%
2003	1,559,045	(284,974)	-18%	481,947	31%	15,113	1%
Average	3,718,704	(387,766)	-10%	740,941	20%	35,546	1%

Source: CoStar Group

Tenants in the West Atlanta submarket are typically smaller, local firms and the submarket is dominated by relatively small spaces (average building size is less than 20,000 square feet). Large, multi-tenant office developments are not a major component of the West Atlanta submarket.

In 2006, the West Atlanta submarket had a total net absorption of 84,340 square feet, the approximate equivalent of two small office tenants. There is currently an additional 169,316 square feet under construction. The West Atlanta submarket has absorbed an annual average of only 35,546

square feet of space annually since 2003, equaling only one percent of the total Atlanta submarket absorption. In addition, there is 169,316 square feet under construction in this submarket. There is approximately 668,000 square feet of office space currently being marketed in the West Atlanta submarket, including both vacant space, as well space under construction; representing approximately eighteen years of absorption at current rates.

There are two other submarkets in close proximity to the subject site, Downtown and Midtown. Because of the large, multi-tenant character that is

Atlanta Office Market Statistics, by Submarket First Quarter 2007

	Downtown	Midtown	West Atlanta
Administrative			
Total Square Feet	33,626,004	21,702,548	823,222
Net Absorption, 2006	(632,752)	794,400	(39,698)
Average Rent Per SF	\$19.67	\$26.94	\$12.63
Vacancy Rate	16.3%	9.8%	23.9%
Historic Office			
Total Square Feet	4,397,339	882,232	91,572
Net Absorption, 2006	(242,265)	95,868	(5,583)
Average Rent Per SF	\$19.22	\$19.97	\$17.50
Vacancy Rate	20.3%	8.5%	7.0%
Medical			
Total Square Feet	363,268	58,000	3,000
Net Absorption, 2006	10,137	11,281	3,000
Average Rent Per SF	\$19.00	\$17.00	N/A
Vacancy Rate	1.6%	12.2%	0.0%

Source: CoStar Group

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planned at Fort McPherson, the subject property would potentially compete with office properties in these submarkets. However, it is important to note that Fort McPherson's location is far from the traditional business centers that can put it at a disadvantage when competing for larger multi-tenant space.

Both Midtown and Downtown are performing at higher levels than those in the West Atlanta submarket. The Midtown submarket has a vacancy rate of 9.6%, a number that has been steadily decreasing since 2003. This tightening of the Midtown submarket is despite delivery of five new buildings totaling more than 1.6 million square feet during the same three-year period. As a result of Midtown's increasing popularity, as well as the addition of Class A space, rental rates have increased five percent since the beginning of 2005, to \$21.58 in first quarter 2007.

The Downtown submarket has an average rental rate of \$19.68 (18% higher than West Atlanta rates), and a vacancy rate of 17.3%. But growth in Midtown has come at the expense of Downtown. Downtown's vacancy rate has been increasing since 2003, while rental rates have remained steady. The trend of lower vacancies and higher rental rates for Midtown and Downtown in comparison to West Atlanta is generally true, regardless of the type of office space.

The current plan includes four types of office space: traditional administrative, research and development, medical and historic reuse. Comparisons of these types of office space within the immediate and adjacent submarkets are shown in the table below.

An additional note is merited about medical space in particular since it is such a specialty niche in any office market. Demand for this type of space is highest in areas where there is an existing demand generator, such as a large hospital or medical clinic. In the existing West Atlanta submarket, there is very little medical office space. In contrast, the Downtown and Midtown markets contain significant space serving the medical communities surrounding Grady Memorial Hospital, Atlanta Medical Center and Emory Crawford Long Hospital.

Challenges and Opportunities

- The size of the site would allow mix of uses. This is particularly important as office users prefer to locate in areas with convenience amenities nearby.
- The Fort McPherson area is not a natural location for office development. The area is lacking in amenities that developers often look for when developing large multi-tenant office properties, such as interstate access and area services for employees. Most potential office tenants would consider a Fort McPherson location to be isolated relative to the major business centers of the Atlanta region. Many office tenants would not embrace traditional speculative multi-tenant office space at Fort McPherson as compared with the established business activity centers of Downtown and Midtown.
- Connectivity to major traditional transportation networks is a disadvantage for the site. The Fort McPherson area is relatively isolated from the major business centers of Downtown, Midtown, or even the Airport. Access to MARTA is an amenity, but direct connection to area highways and interstates is needed for the development of traditional speculative multi-tenant office space.
- Several existing buildings at Fort McPherson lend themselves to relatively easy repositioning to provide immediate space for office tenants.
- The current demographics in the area do not support office development. The proportion of the population within the three-mile radius that have less than a high school education is 21.0%, compared with the metro Atlanta average of only 13.3%. The Atlanta MSA also has a higher proportion of college graduates (33.6%) than the three-mile population (21.6%).
- Performance of the existing West Atlanta submarket does not warrant a large addition of space.

- State and local level government will likely need to work together to create a demand for office development in this area. Incentives to relocate would need to be offered, including public investment in land, infrastructure, or actual space development.
- MARTA access is superior at this site, being served by two MARTA train stations.
- Differentiation of the office product from other offerings in the metro Atlanta market is a must. Traditional office space alone will not make sense on a large scale at this location outside of established submarkets without it. This could include designing the space to be a specialty/unique offering, such as true biomedical research and lab space or access to amenities that are not offered elsewhere in the market.
- Proximity to Hartsfield-Jackson International Airport is extremely close and is a great asset to many potential office users.
- The plan assumes that the demand generator in this area would be a biomedical research center, most likely state-sponsored. This research park would contain some biomedical research facilities not currently found in the metro Atlanta market now. A solid proportion of the office product would be traditional office space that would only be feasible based on the initial development of research and development space. If this type of generator is not built, this would drastically affect annual absorption rates, not only for office space, but residential and retail space as well.

Residential Market Analysis

Metro Opportunities

Like the rest of the country, housing sales and values in metro Atlanta have begun to experience a flattening market, following a period of historic gains over the past 10 years. Nationally, building permits issued through March 2007 were down 26% over the same period in 2006, while permits in the Atlanta MSA were down 28%. The median sales price for single-family homes in the Atlanta MSA was at \$171,800 for 2006, according to the National Association of Realtors. The Atlanta MSA median sales price gained 2.8% since 2005. However, Atlanta is still considered affordable in comparison to prices in other regions, at 78% of the national median price. Condominium sales prices grew at an even slower pace, increasing only 1.1% since 2005. The median sales price for the Atlanta MSA was at \$153,000 for condos in 2006, according to the National Association of Realtors.

Residential developers in the Atlanta MSA have begun to adjust to this slowing market, as evidenced by reports of decreasing building permit applications. Building permits for single family homes fell 32% through March 2007, as compared with the same period in 2006. Multi-family building permits in the Atlanta MSA were down 13% through March 2007. In 2006, Fulton County saw a record number of multi-family building permits issued. However, this trend has also slowed, with permits down 1.2% through March 2007.

Multi-family housing is making a slow, but steady resurgence. The effects of the recession and job losses are still evident, as people moved or entered roommate situations to alleviate impact. The historically low interest rates that have been seen in the last few years served to make renters into first-time homebuyers. As interest rates continue to increase, and the economy rebounds, more potential renters will emerge, creating a higher demand for rental housing. Some increases in inventory through new construction are already evident in the metro area.

There are some concerns that the pace of building in metro Atlanta is actually slightly outpacing sales; combined with rising interest rates and a slowing in

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population growth as a result of the recession, this could indicate some slowing in the rate of home value appreciation, as well as overbuilding. With the continued slowdown in sales, there have been concerns of a price bubble correction in Atlanta. However, the region continues to experience population in-migration and job growth. While home values seem to be appreciating at a slower rate, it appears to be helping to stabilize the market, and there is not an expectation for a significant crash in the housing market, but perhaps a slight softening. As a housing market softens, it is traditionally in the high-end prices and the rural or farther out markets that experience the slow-down first.

Submarket Characteristics

The local area surrounding Fort McPherson has had a different experience than the metro region. New home sales within a one-mile radius of the subject site grew at a rapid pace from 2005 to 2006. However, even though growth was substantial, absolute numbers in the area are still low. Within the one-mile radius, only 75 new homes were sold in 2006 at an average price of \$187,049. This compares with only two new units sold in 2005 at an average price of \$142,000. Median prices within the one-mile radius grew 17% between 2005 and 2006, which is a larger percentage increase than prices inside I-285 (9%) or metro Atlanta as a whole (7%).

New home sales within a three-mile radius of the subject site increased 73% during the same time period, from 123 units in 2005 to 213 units in 2006. Average prices in the three-mile radius actually decreased 19% to \$181,991 in 2006, as compared with increases in the one-mile radius, inside I-285 and metro Atlanta as a whole. This is likely a result of an increase in the market share of condominiums in 2006. However, the average price of new homes within the one- and three-mile radii are still well below (\$167,049 and \$181,991, respectively) the metro Atlanta average price of \$278,760 in 2006.

Sales volume in the Fort McPherson zip code (30310) was down 6% in 2006, with 627 homes sold. While sales of new houses has remained somewhat steady since 2002 (an average of 23 units a year), the sale of existing homes has fallen 36% during the same time period. In comparison,

sales in Fulton County were up 10% in 2006. The majority of sales (96%) in the Fort McPherson area in 2006 were existing homes, which are generally smaller and several decades old.

Average New Homes Sales Prices, 2005-2006

Metro Atlanta			
Single-family	\$284,799	\$300,955	6%
Townhomes	\$224,924	\$232,107	3%
Condominiums	\$225,296	\$253,275	12%
All	\$261,540	\$278,760	7%
Inside I-285			
Single-family	\$417,847	\$393,590	-6%
Townhomes	\$262,747	\$268,585	2%
Condominiums	\$235,419	\$274,242	16%
All	\$260,768	\$284,739	9%
Subject site, 3-mile radius			
Single-family	\$359,451	\$323,843	-10%
Townhomes	\$164,790	\$150,486	-9%
Condominiums	---	\$163,590	---
All	\$224,929	\$181,991	-19%
Subject site, 1-mile radius			
Single-family	---	\$228,679	---
Townhomes	\$142,486	\$150,336	6%
Condominiums	---	---	---
All	\$142,876	\$167,049	17%

Source: Smartnumbers

The average sales price (\$109,000) for the 30310 zip code equals about half of Fulton County's median sales price of \$207,475. Prices of new homes have appreciated since 2003, posting a gain of 53% in overall value. Meanwhile, prices of existing homes fell 9% during the same period. Taking this information with the lackluster sales volume noted above indicates that the residential market in this zip code is weak. Prices for new homes may have increased, but there are not significant numbers of new homes being built in this area.

There has recently been a movement toward urban living in Atlanta, especially as compared with the slowdown of growth in the suburbs. People are attracted to intown neighborhoods for a variety of reasons, including convenient access to cultural and entertainment amenities, proximity to employment, and the walkable urban environment. Traffic in Atlanta has also worsened for suburban commuters, and with the ever increasing costs of construction, local and state governments admit they are no longer able to keep up with much needed congestion relief projects.

However, the rate of development varies depending on the location intown. The area surrounding Fort

New Homes Sold Within 1- and 3- Mile Radii of Subject Site

	2004	2005	2006	Annual Average
Subject site, 3 mile radius				
Single-family	22	38	31	30
Townhomes	3	85	80	56
Condominiums	31	0	102	44
All	56	123	213	131
Subject site, 1 mile radius				
Single-family	0	0	16	5
Townhomes	3	2	59	21
Condominiums	0	0	0	0
All	3	2	75	27

Source: Smartnumbers

McPherson has not seen the same levels of growth in housing and prices that other urban neighborhoods of Atlanta have experienced. Relative to other fast growing areas, this community lacks the amenities that attract higher-end housing. As a result, average prices for new houses within the one-mile radius are 41% lower than the intown average. There is a similar discrepancy for homes within the three-mile radius of Fort McPherson, which are 36% lower than the intown average.

It is also important to note the types of housing units that are being built in this area. Since 2004 more than 40% of new residential units built within a three-mile radius are townhomes, followed by condominiums (34%). This compares to total intown sales where 66% of new units sold were condominiums and 24% were townhomes. Intown sales reflect the booming condominium market that has taken place in Downtown and Midtown. Since 2004, there have been no condominiums sold within a one-mile radius of the site. It is also important that because this area is still an emerging market, sales and prices have been very inconsistent in both the one- and three-mile radii and have yet to stabilize.

The Villages at East Point, a development just southwest of the subject site, is currently under development and will contain a total of 132 single family homes and 188 townhomes at build-out. Since opening in early 2006, approximately 30% of the townhouses have sold, at an average price of \$151,000, which is approximately 60% of the metro Atlanta's average price for townhomes. Only 11% of single family homes have sold during the same period, at an average price of \$229,000. This is approximately 76% of metro Atlanta's average price

for single-family homes.

Most of the rental apartments in this area are located along Campbellton Road. These complexes were built primarily in the 1960s and early 1970s. Average monthly rents are approximately \$575, which is only 70% of the Atlanta metro average. Vacancy levels, ranging from 10% to 14%, are also higher than the metro average of 7.9%.

Challenges and Opportunities

- Despite the recent move to more intown and urban living, the Fort McPherson area continues to grow at a slower pace than other intown neighborhoods. The development of a new research park at Fort McPherson may have a positive effect on residential development in the area, both in terms of absorption and pricing. However, it is important to note that the expected office development is more research/office park-oriented in character, rather than a true mixed use type development. Therefore, the potential impact on residential development will be more limited than if it were true mixed-use, pedestrian-oriented, 18-hour, activated development.
- The residential in the area is currently low density in character, dominated by single family homes. This is true of both new and existing housing.
- The existing housing supply in the area is older and smaller than current market demands.
- The current market is dominated by renters, both in apartments and rental homes.
- To date, new residential development in the area has been focused on single-family detached and townhomes. Condominium development has not occurred within the one-mile area, and has also been limited with the three-mile radius.
- Zoning may allow for some increased densities on this site, if market fundamentals were to improve. To date, high-rise condominium development in Atlanta has gen-

erally been located along the Peachtree Street corridor in Midtown, Buckhead and Downtown. Of the approximately 55 high rise condominiums in Atlanta, 95% are within one-mile of Peachtree Street. Developers of condominium product have been reluctant to build outside of the Peachtree Street corridor. This is a result of both rising land costs and customer demand. Most high-rise condos are located in Buckhead (51%), followed by Midtown (32%) and Downtown (12%).

- The site does have superior MARTA access, which could allow for increased density in the immediate area of the stations.

Retail Market Analysis

Metro Overview

The metro Atlanta retail market suffered from the recession of the 1990s, as did the rest of the nation. It has been making a slow recovery, due in large part to its sprawling boundaries. Given the nature of retail development across such a sizable metropolis, it is feasible for different submarkets to have completely different and isolated experiences within this recovery period. There are certainly many reasons that industry experts are expecting consumer spending and retail leasing activity to slow down, such as increasing gas prices and rising interest rates, among others. However, the economy seems to still be creating jobs at at least a moderate rate and wages are still on the rise. Thus, construction of shopping centers is concentrated in fast-growing suburbs, infill sites in mature trade areas, in downtown areas that have had considerable condo construction, and in areas with ethnic concentrations that have growing sales potential. Not surprisingly, upscale and discount retailers are reporting better performance results than middle-market retailers, according to Grubb & Ellis.

During these last few years, retail space in metro Atlanta has continued to grow. Specialty lifestyle centers are a hot and proven product in Atlanta, with examples like Camp Creek Marketplace and The Forum at Peachtree Parkway. More and more retail space is showing up as components of large mixed-use developments, such as Atlantic Station. Not surprisingly, grocery-anchored retail centers and neighborhood centers continue to be solid products in the metro area.

As a whole, the retail market in Atlanta has a total of 6,873 shopping centers, representing approximately 221.8 million square feet, with an 8.0% vacancy rate. The average rent per square foot is \$15.57. The total space can be classified into three categories: shopping centers (74.4%), general retail (23.8%), and other (1.8%).

Submarket Characteristics

The intown retail market varies significantly by submarket. Fort McPherson is located in the Central Atlanta market, which includes the Central Business

Retail Submarket Rent, Vacancy & Net Absorption: First Quarter 2007

	Total Square Feet	Net Absorption, 2006	Absorption as % of Market	Average Rent Per Sq. Foot	Vacancy Rate
Metro Atlanta	221,831,956	5,625,282	2.5%	\$15.57	8.0%
Central Business District	4,462,666	127,134	2.8%	\$25.08	6.0%
Midtown-Brookwood	3,282,438	52,574	1.6%	\$31.52	5.1%
Chattahoochee	2,064,287	157,131	7.6%	\$17.07	8.5%
College Park/SW Atlanta	6,906,355	111,634	1.6%	\$11.11	7.0%

Source: CoStar Group

District, Midtown-Brookwood, and Chattahoochee submarkets. This market contains approximately 9.8 million square feet of retail space with a 6.2% vacancy rate. Central Atlanta has absorbed approximately 2.1 million square feet of space since 2004, the majority of this at the Atlantic Station site. The average rental rate in the Central Atlanta market is \$25.08, but this varies significantly by location. Recent growth in the Central Atlanta market is primarily a result of the 1.5 million square feet of space that was added at the Atlantic Station site in 2004.

Another retail submarket operating in close proximity to Fort McPherson is the College Park/Southwest Atlanta submarket, which contains approximately 6.9 million square feet of retail space, with a 7.0% vacancy rate. The average rent per square foot is \$11.11, approximately 75% of the metro Atlanta average. This area is dominated by older grocery-store anchored shopping centers and by retail serving the airport area.

Challenges and Opportunities

- The size of the site would allow mix of uses. This is important as retailers prefer to locate near both daytime and evening customers. Having both residential and office uses can serve as an attractor for retail.
- The current demographics in the area are not attractive to retailers. Average household incomes within both the three- and five-mile radii of the subject site are approximately 50% of the Atlanta MSA. The unemployment rate in three- and five-mile radii is 9.1%, which is 4.4% higher than the Atlanta MSA.

- The characteristics of the Fort McPherson market are more closely related to College Park, rather than Central Atlanta. Because of the type of office development and lower density housing, retail in the Fort McPherson project would be geared to serving local neighborhood needs. The area is currently dominated by secondary & tertiary retail uses. This is more aligned with retail in College Park, rather than the mixed use type retail that exists in the Central Atlanta market.
- Retail development generally requires heavy traffic, both in cars and on foot. This site is not located on a major transportation corridor and lacks a direct connection to area highways and interstates.
- The area surrounding Fort McPherson lacks significant new retail development, including large big box retailers and other national chains, a reflection of the lower than average household income in the area. If the area successfully attracts a significant higher-end residential development, it could become more attractive to national chain tenants. However, it is important to note that the Camp Creek Marketplace is located just four miles southwest of the site. This specialty lifestyle center already draws from a wide trade area, including the area surrounding Fort McPherson. Camp Creek Marketplace would potentially compete with the subject site for larger stores and national chains. In addition, any new big box development in the area would be more likely to locate along Metropolitan Parkway rather than Fort McPherson, due to its superior transporta-

tion access. However, assuming the development of a new and successful research office park, there may be opportunities to attract neighborhood- and office-serving retail to the area.

- There is currently no destination retail in area. There is an opportunity to build some destination retail at the Fort McPherson site, but it would be limited to area with historic and event space, at northern end of site.
- Superior MARTA access is available through two nearby train stations. This would allow customers to arrive via multiple modes of transportation.
- Because of the area demographics and lack of market demand, incentives may need to be offered to potential retail tenants, such as tax breaks. This is especially the case in the early years of the project, before a critical mass of office and residential development has taken place.

Industrial Market Analysis

Metro Overview

Much like the office market, the industrial market in metro Atlanta has been making a slow recovery over the last few years, inching towards its peak seen during the 1990s. Net absorption continues to be positive, vacancy rates are decreasing and rental rates continue to increase. The pace of construction starts has also slowed, indicating that developers are cautious about the likelihood of over supply.

As is well-known, Atlanta has many characteristics that have made it the South-Eastern hub for transportation, distribution and logistics, such as interstate highways, rail lines, and the airport. For all these reasons, metro Atlanta is still a strong location choice for industry. The industrial market is expected to continue to experience a strong recovery, but at a more subdued pace as over-supply is a risk due to completed new development. New construction is expected to be focused in outlying distribution Corridors throughout the metro area. The trend of industrial firms consolidating into larger and more modern facilities is projected to continue, as companies find it more convenient to put all operations under one roof, according to Grubb & Ellis.

The Atlanta industrial market has 10,667 buildings and about 575.5 million square feet. The average rental rate is \$4.23 per square foot. The vacancy rate averages to 11.3% for the metro market as a whole. The total space can be split into two dominant sub-types: Flex (9.6%) and Warehouse (90.4%).

Submarket Characteristics

The subject site is located in the Central Atlanta submarket, which contains approximately 19.3 million square feet of industrial space with a 6.2% vacancy rate. The submarket is a small part of the overall Atlanta market, because higher land costs and lack of large contiguous sites prevent much growth. There have been no new deliveries of space in this market since 2003. Vacancy rates have fluctuated quarter to quarter, ranging between 5.7% and 8.2%. However, average rental rates in

the Central Atlanta submarket have been increasing since 2003, and are now at \$5.65, which is 33% higher than the metro Atlanta average.

Challenges and Opportunities

- The Fort McPherson area is not natural location for industrial development due to a. lack of direct interstate and highway access.
- Tenants interested in Central Atlanta industrial space have an opportunity to utilize underutilized space nearby in both City of Atlanta and East Point.

Hotel Market Overview

The metro Atlanta hotel market reported an average occupancy rate of 72% and an average room rate of \$131 at the end of 2005. In 2006, the market im-

	Low	High
Occupancy	72%	75%
Average Room Rate	\$131	\$147

proved somewhat with an average occupancy rate of 75% and an average room rate of \$147.

A hotel at Fort McPherson is assumed to be a 150-room full service hotel offering business class service and approximately 15,000 square feet of conference space. Average annual occupancy and rooms rates are based on metro Atlanta averages.

A hotel with these characteristics in this particular location would compete with other full service hotels both in Downtown and the airport area. However, because of the subject site’s location not actually within either of these established submarkets, it would be at a major disadvantage compared with other hotel properties in these two submarkets. Therefore, the primary demand for hotels rooms would be generated by the office development at the Fort McPherson site.

A critical mass of office space would be needed prior to opening the hotel. Therefore, it is assumed that the hotel would open in Year Seven at the earliest. Construction costs are based on metro Atlanta industry comparables compiled from local sources and are approximately \$147,500 per room.

Economic Impacts

Employment and Wages

In the long-term, growth in economic activity at the site will occur as new facilities are completed and absorbed. Some businesses may be relocations from elsewhere in the metro Atlanta area. However, the nature of a biomedical research center will also attract new jobs to the area that will have an impact on the immediate area around Fort McPherson as well as the Atlanta region and the state. Some of these jobs will create demand for housing in the immediate area. Because some of these jobs, especially those in the life science fields, have higher than average wages, this could have a positive affect on median household incomes in the area. The increased levels of personal income related to development at Fort McPherson will yield additional income tax revenue streams for the state.

Every 100,000 square feet of administrative office space at Fort McPherson will generate approximately 333 jobs. Every 100,000 square feet of R&D and medical space office space at Fort McPherson will generate approximately 392 jobs. Four million square feet of space would generate approximately 14,372 office jobs at build-out. Within the ten-year window, 8,244 jobs would be created.

Every 100,000 square feet of retail space at Fort McPherson will generate approximately 222 jobs. A total of 400,000 square feet of space would generate approximately 889 retail jobs at build-out.

For every \$1 million dollars in construction costs,

Management, Professional and Related Occupations	\$1,835
Office and Administrative Support Occupations	\$608
Life, Physical and Social Science Occupations	\$1,192
Retail Occupations	\$467
Construction Occupations	\$889

the project is expected to generate 10.32 construction jobs. This results in direct employment of approximately 19,424 construction jobs over the life of the project.

Assuming a 50/50 split between professional and support level jobs, four million square feet of office space would generate approximately \$3.22 billion in wages over the first ten years of the project. Re-

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tail space would generate approximately \$150.2 million in wages over the first ten years of the project. Direct construction employment would generate approximately \$897.9 billion over the life of the project. In total, the project is expected to generate 34,687 jobs and approximately \$4.6 billion in direct economic impact through build-out.

The estimate of the number of jobs that would be generated through the redevelopment of Fort McPherson is substantially higher than the current military employment on the site. According to estimates provided in the Secretary of Defense BRAC recommendation, the closure of the base “could result in a maximum potential reduction of 7,123 jobs (4,303 direct and 2,820 indirect jobs) over the 2006-2011 period in the Atlanta-Sandy Springs-Marietta, GA metropolitan statistical area.” While this report indicated the maximum impact, it is worth noting that the last reported number of jobs at Fort McPherson by the military before the BRAC announcement was 4,271 (2,207 military and 2,064 civilian) in 2004.

Real Estate Taxes

Real property taxes are calculated assuming a combined City of Atlanta and Fulton County mileage rate of 41.586 per \$1,000 and an Assessed/Market Ratio of 40%. Because much of the biomedical property is assumed to be state-owned, there could be some effect on real estate taxes, as shown in the summary table in the next section.

Scenario Summary of Impacts

	Office	Residential	Retail	Other
Total at Build-Out	4,000,000 s.f.	4,600 units	400,000 s.f.	
Total at Year 10	2,301,570 s.f.	4,420 total units 3,220 owner 1,200 rental	400,000 s.f.	
Additional to build after Year 10	42%	0% owner 13% rental	0%	
Years to Absorb	23.4	9.5 owner 12.5 rental	7.3	
10 Year Construction Value	\$508,071,753	\$876,624,000	\$70,000,0000	
New People at Year 10	8,244 employees	12,022 residents	889 employees	
Annual Property Taxes ¹				
Low	\$343,718	\$6,954,798	\$90,358	\$85,542
High	\$514,814	\$15,489,739	\$175,413	\$100,007

Prepared by Market + Main, Inc.

Incentives for Redevelopment Implementation

The planned redevelopment of Fort McPherson is envisioned as a new environmentally conscious transit oriented mixed use community including; office, retail, residential, institutional, and green space components. The proposed Fort McPherson comprehensive redevelopment scenario requires a specific strategy for the use of development incentives due to the programmatic uses contemplated. The final redevelopment scenario selected for Fort McPherson will require the coordinated and sustained use of public and private financial resources and partnerships with clearly defined policies in order to encourage the development momentum required to fully execute the comprehensive vision. Currently, resources and financial incentives of sufficient magnitude to realize the Fort McPherson redevelopment vision are potentially available from a variety of sources and prospective partners including, but not limited to, the following:

- Atlanta Renewal Community
- Campbellton Road Tax Allocation District Number Seven
- Federal Brownfield Grants and Loans
- Georgia Department of Community Affairs
- Georgia Department of Natural Resources
- Georgia Research Alliance
- Georgia Venture Partners
- Livable Centers Initiative
- National Trust for Historic Preservation
- New Markets Tax Credit Program
- PATH Foundation
- Trust for Public Land
- Urban Residential Finance Authority
- U.S. Department of Transportation
- U.S. Department of Housing and Urban Development
- U.S. Department of Energy

The following table summarizes the general descriptions and uses of the listed incentives applicable to the redevelopment of Fort McPherson.

The sources and potential partners listed in the preceding table provide access to resources and incentives which are individually designed to achieve specific outcomes and must be utilized in a con-

certed effort to encourage and leverage the additional private development capital required for the comprehensive planning vision implementation. The following uses and descriptions of incentives are appropriate to the corresponding planned uses Fort McPherson redevelopment activities.

Bioscience and Research Development Incentives

The rapidly growing bioscience technology industry is the subject of many incentive programs at both the State and Federal levels. Research and pilot production facilities are the focus of current efforts to sponsor and encourage the private sector investment already occurring. Many of Georgia's initiatives are tied to economic development growth related goals and programs established by various agencies of State of Georgia government. Strategically, it is advisable to establish a workable partnership with existing Georgia agencies which have previously been successful in identifying and accessing resources for the new bioscience research initiatives.

Georgia Research Alliance

50 Hurt Plaza
Suite 1220
Atlanta, GA 30303
Phone: 404-332-9770
www.gra.org

The proposed Fort McPherson new Employment Center and Health Care Districts may potentially be developed as a new bioscience research incubator utilizing the funding resources of the Georgia Research Alliance partners. A new dedicated research campus affiliated with one or more Georgia Research Alliance eminent scholar program scientists and supported by the Alliance's local Atlanta corporate and university partners could serve as a signature catalyst project for the Fort McPherson redevelopment. The Alliance utilizes a competitive grant process based on a fiscal year cycle to award funding to its university partners.

The Georgia Research Alliance is a public/private consortium of Georgia's business leaders, research universities, and state government. The Alliance includes a number of the state's leading research universities: The University of Georgia, Medical

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College of Georgia, Emory University, Clark Atlanta University, the Georgia Institute of Technology, and Georgia State University. The Alliance partners also include a number of major private corporations such as BellSouth, UPS, Synovus, Georgia Power, SunTrust and the Sea Island Company which, along with the Alliance university partners, develop and guide various investment programs. The goal of the Alliance is focused on a strategy of attracting pre-eminent scientists of global reputation to Georgia's universities using its eminent scholars program. These scientists lead targeted programs of research and development identified as having the most potential for generating new high-value companies and helping established companies to grow and creating new high-wage jobs. The Alliance achieves its goal through strategic investments at the State's leading research universities in four grant programs: eminent scholars, research laboratories and equipment, national centers for research and innovation, and technology transfer.

The Alliance reports that since it was established in 1990, to date it has invested approximately \$400 million, which has helped to attract more than 50 Eminent Scholars to Georgia. The \$400 million initial investment was leveraged at a ratio of 5:1, attracting an additional \$2 billion in federal and private funding. The Alliance, through its National Centers for Innovation and Research program, has previously been successful in leveraging its own resources with significant federal funding from both the National Science Foundation and the National Institutes of Health. The resulting research driven economic development activity created more than 5,000 new technology jobs, generated some 120 new technology companies, and facilitated the expansion of established Georgia companies.

Georgia Venture Partners, LLC

75 Fifth Street NW
Suite 301
Atlanta, GA 30308
Phone: 404-920-1972
www.georgiavc.com

The anticipated redevelopment of Fort McPherson may include the operation of a bioscience research themed employment center. A satellite research campus developed in partnership with the State of Georgia and the leading research universities of Georgia including Emory University, Georgia Insti-

tute of Technology, University of Georgia Research Foundation, and the University Financing Foundation should be considered. Georgia Venture Partners, LLC (GVP) is a venture capital investment fund focused on the growth of Georgia's life science industry. Initial investments are sized between \$100,000 and \$500,000, with a total investment in a single company of \$1 million. Investments are required to meet two goals: 1) create new life sciences companies in the State of Georgia, and 2) provide a substantial return for fund investors. A viable business plan from individual entrepreneurs or university partners may be submitted for consideration at any time.

GVP was established in 2004 to provide financial, business development, and operational experience and actively seek entrepreneurs and venture capital partners outside of the region who can participate in company management and make follow-on investments. With the intent to better link Georgia life science companies to the national industry and create a greater number of bioscience technology related jobs based here in Georgia.

The GVP Seed Fund is the largest seed-stage, Georgia-focused life sciences fund in the State with the major academic universities of Georgia involved as Limited Partners. GVP also advises the \$3 million State of Georgia Bioscience Seed Fund, a separate source of capital for companies that requires a 3:1 leverage for its investment. By using its own funds and the potential matching of the State of Georgia Bioscience Seed Fund, GVP facilitates the growth of Georgia's life science companies, including small molecule-based pharmaceuticals, biopharmaceuticals, medical devices, vaccines, tissue engineering/biomaterials, molecular diagnostics, and agribiotech.

Physical Infrastructure Development Incentives

The ongoing resurgence of new mixed-use development and population migration to Atlanta's urban core in recent years provide a template for the resources required for Atlanta urban redevelopment. A key component of urban redevelopment is the upgrading and, in some cases, creation of adequate public infrastructure for the redevelopment of existing underutilized land. Fort McPherson will

require an extensive new infrastructure of roads, sewers, and an electrical power grid with the capacity to support the increased density proposed in the redevelopment scenario contemplated.

Campbellton Road Tax Allocation District (TAD)

Atlanta Development Authority
 86 Pryor Street
 Atlanta, GA 30303
 Phone: 404-880-4100
 www.atlantada.com

The Campbellton Road Tax Allocation District (TAD) is arguably the most substantial local financial incentive source available for the redevelopment of Fort McPherson. The Fort McPherson redevelopment site is included within the boundaries of the Campbellton Road TAD Number Seven and its companion Redevelopment Plan which was authorized in Ordinance 06-O-2292, adopted by the Atlanta City Council on November 20, 2006. The TAD allows for ad valorem property tax revenue increases above a current base amount, occurring from future development within the specific geographic boundaries of the TAD, to be used for the purpose of issuing bonds and paying for capital costs of public improvements required for physical development within the TAD area.

The public improvements include, but are not limited to, streets, bridges, utilities, storm and sanitary sewers, capital improvements related to transit, parks, trails, recreational facilities, parking facilities, sidewalks and streetscapes, and arts and cultural facilities and installations, and professional services costs. The Atlanta Development Authority is the City’s redevelopment agent and administers all TAD activity and funding. Due to its current ownership by the federal government, the Fort McPherson site is tax exempt. The military base closure and transition to civilian ownership can potentially create a significant new source of local ad valorem tax revenue.

The November 20, 2006 Campbellton Road TAD Redevelopment Plan contains a hypothetical redevelopment program. “Fort McPherson Village” was based on a three-phase development schedule occurring from 2010 to 2020 and estimated to generate approximately \$872.3 million in new development with a taxable value of \$323.4 million which would support \$110.4 million in TAD funding. The

redevelopment scenario now contemplated for the Fort McPherson redevelopment varies significantly from the original hypothetical Fort McPherson Village TAD program model. The following original Campbellton Road TAD Fort McPherson Village assumptions regarding program building costs and development phasing are provided as a baseline for comparison.

Original 2006 Fort McPherson Village – Program Elements:

- 400 Single Family Homes
- 600 Townhomes/Lofts
- 700 Multi-Family/Condos
- 100,000 sq.ft. Retail
- 1,000,000 sq.ft. Office
- 900,000 sq.ft. Research

Original 2006 Cost Assumptions:

- Office space construction cost - \$140 per sq.ft. through 2010
- Research park space construction cost - \$125 per sq.ft. through 2010
- Retail space construction cost - \$125 per sq.ft. through 2010
- Single Family Homes sales price - \$350,000 beginning 2015
- Town homes average sales price - \$275,000 through 2010
- Multi-family/ condo average cost per unit - \$175,000 through 2010
- Development costs are adjusted by 4% per year to reflect the impact of inflation and appreciation
- The City of Atlanta, Fulton County, and Atlanta Public Schools all consent to the utilization of tax revenues for the TAD

2007 TAD Projections

The current scenarios contemplated for the redevelopment of Fort McPherson are estimated to generate TAD proceeds ranging from \$198 million

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to \$251 million based on preliminary calculations for a 25-year bond issue. The preliminary TAD projections contained in this report are for planning purposes only and do not supersede the City of Atlanta's required due diligence prior to execution of development agreements or bond issuance. Future adjustments to the local millage rates and the cost of bond issuance will impact the projected TAD revenues. Any contemplated future transfer of portions of Fort McPherson land ownership to public entities will directly impact TAD revenues; since it is assumed those public entities would be tax exempt. It is strongly recommended that the issue of public versus private land ownership for certain redevelopment activities be negotiated and resolved before finalizing a definitive model for potential TAD revenues. The following table illustrates the estimated potential range of Campbellton Road TAD revenues resulting from the new proposed Fort McPherson redevelopment scenario based on the following cost assumptions and a 2010 start of construction.

Current 2007 Scenario – Program Elements:

- 2,000 Single Family Homes
- 1,220 Townhomes/Lofts/Condos
- 1,200 Multi-Family
- 400,000 sq.ft. Retail
- 1,328,263 sq.ft. Office
- 973,306 sq.ft. Research/Medical
- 150-room Hotel

Current 2007 Scenario - Cost Assumptions:

- Office space construction cost - \$145 per sq.ft.
- Research/Medical space construction cost - \$295 per sq.ft.
- Retail space construction cost – \$175 per sq.ft.
- Single Family Homes average sales price - \$291,229
- Town homes/Condo average sales price - \$219,810
- Multi-family average cost per unit - \$175,000
- Development costs are adjusted by 4% per year to reflect the impact of inflation and appreciation
- The City of Atlanta, Fulton County, and Atlanta Public Schools all consent to the utilization of tax revenues for the TAD
- Valuation of mixed-income multifamily is based on cost approach rather than income

Notes for TAD Potential Summary:

1. The low values above assume total government ownership of land and operations of research and medical facilities, the median values assume 50% private and 50% government ownership and operations of research and medical facilities, the high values assume private ownership and operations of that same land.
2. The value of parking related improvements is not included.

2007 Fort McPherson TAD Potential Summary

	2010	2015	2020	Total
Market Value (low)	\$ ---	\$796,337,436	\$857,924,101	\$1,709,304,538
Market Value (median)	\$ ---	\$911,062,724	\$918,663,374	\$1,884,769,098
Market Value (high)	\$ ---	\$1,025,788,354	\$979,403,048	\$2,060,234,402
Taxable Value (low)	\$ ---	\$293,245,484	\$319,929,930	\$613,175,414
Taxable Value (median)	\$ ---	\$335,492,239	\$342,580,315	\$678,072,554
Taxable Value (high)	\$ ---	\$377,739,120	\$365,230,850	\$742,969,970
Potential TAD Proceeds (low)	\$ ---	\$91,319,595	\$117,250,579	\$208,570,174
Potential TAD Proceeds (median)	\$ ---	\$104,475,660	\$125,551,681	\$230,027,340
Potential TAD Proceeds (high)	\$ ---	\$117,631,764	\$133,852,837	\$251,484,600

TAD proceeds and TAD funded infrastructure projects can also be used to fulfill local match leverage requirements for additional funding from other incentive programs such as the Livable Centers Initiative, Federal transportation related programs, and others discussed later in this section.

Livable Centers Initiative (LCI)

Atlanta Regional Commission
40 Courtland Street
Atlanta, GA 30303
Phone: 404-463-3100
www.atlantaregional.com

The Livable Centers Initiative (LCI) program awards planning and implementation grant funding to local government jurisdictions for strategies that link transportation-related infrastructure improvements with smart growth and new urbanist land use development. The Atlanta Regional Commission administers federal funding using the Transportation Improvement Program (TIP) plan for the Atlanta metropolitan area, including the City of Atlanta. The Fort McPherson Redevelopment Plan should be presented to the Atlanta Regional Commission for adoption/grandfathered status as an LCI Plan in order to be eligible for transportation- and pedestrian-oriented streetscape implementation funding. The local government jurisdiction is required to provide a local match of at least 20% of project costs which could be obtained for the Fort McPherson Redevelopment identified eligible improvements via the Campbellton Road TAD source if the timing of funding availability and implementation are coordinated with the TIP. Currently, \$150 million of implementation funding is available for the LCI program over the next five years.

Federal Brownfield Grants and Loans

U.S. Environmental Protection Agency
Office of Brownfields Cleanup and Redevelopment
Mail Code 5105 T 1200 Pennsylvania Ave., NW
Washington, DC 20460
Phone: 202-566-2758
www.epa.gov/brownfields/

The Fort McPherson redevelopment site may include the potential presence of hazardous materials and contaminated soils. The U.S. Environmental Protection Agency (EPA) is the most active federal

agency in promoting the cleanup and redevelopment of brownfields and other underused contaminated properties through the Office of Brownfields Cleanup and Redevelopment. Brownfields are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties takes development pressures off of undeveloped, open land and both improves and protects the environment. Three EPA funding programs that have been used extensively to spur brownfield redevelopment are: Assessment Grants, Cleanup Grants, and Revolving Loan Fund Grants. Federal legislation requires that 25% of brownfields funding go to petroleum-impacted sites. The EPA can provide financial assistance to state and local governments in the following areas:

- Grants to assess site contamination
- Grants to carry out site cleanup
- Grants to projects and community organizations to address environmental problems affecting low-income and predominantly minority populations
- Training in the environmental field for residents of communities affected by brownfields
- Capital to establish revolving loan funds (RLFs)
- Grants for cooperative sustainable development efforts
- Environmental education programs
- Grants to capitalize RLFs for clean water projects

Prior to pursuit of Federal resources it is critical to consult and coordinate with the City of Atlanta Sustainable Brownfield Redevelopment Project and Georgia Department of Natural Resources. Environmental Protection Division (EPD) to identify existing programs, resources and priorities for local brownfield assessment and clean up activity.

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U.S. Department of Housing and Urban Development (HUD)

Brownfields Economic Development Initiative
Office of Economic Development
451 7th Street, SW
Washington, DC 20410
Phone: 202-708-3484 ext. 4445
www.hud.gov

The overall mission of the U.S. Department of Housing and Urban Development (HUD) is to increase homeownership, support community development, and increase access to affordable housing free from discrimination. HUD has seven brownfield-applicable programs:

- Brownfields Economic Development Initiative (BEDI);
- Section 108 Loan Guarantee Program;
- Community Development Block Grant (CDBG) Program;
- Office of Community Renewal;
- HOME Investment Partnership Program;
- Empowerment Zones (EZ) and Enterprise Communities (EC) Initiative; and
- Lead-Based Paint Hazard Control Grant Program.

The scale of the Fort McPherson redevelopment is likely most appropriate to the resources provided under the BEDI program. HUD encourages utilization of BEDI funding in conjunction with Section 108 Loan Guarantee funds to finance development activities that will provide near-term results and demonstrable economic benefits. BEDI funded projects must increase economic opportunity for persons of low-and moderate-income or stimulate and retain businesses and jobs that lead to measurable economic revitalization. BEDI funds are made available annually on a competitive basis, according to HUD's fiscal year application cycle. There is a cap of \$1 million per BEDI award. Section 108 funds are also available on a noncompetitive basis.

U.S. Department of Transportation

Federal Transit Administration Region IV
Atlanta Federal Center
Suite 17T50
61 Forsyth St., S.W.
Atlanta, GA 30303
Phone: (404) 562-3500
www.fta.dot.gov

The proximity and direct access to the existing MARTA rail line and stations is a great asset to Fort McPherson. These assets are to be incorporated in a new public transportation system to serve the Fort McPherson redevelopment area. In addition, potential connection to the planned Atlanta Streetcar can be achieved in conjunction with the proposed extension of the Peachtree Street corridor along Lee/Murphy Street. A redeveloped Fort McPherson could serve as the new southern terminus of the proposed Peachtree Streetcar public transportation system. The creation of a new live/work/play community at Fort McPherson with planned access to both MARTA rail and the Peachtree Streetcar would set a new standard of excellence for a transit-oriented model of urban redevelopment for the region. Potential funding for the planning and implementation of this effort could be sought in partnership with Atlanta Streetcar, Inc from the Federal Transit Administration as part of the New Starts program. New Starts projects are required to be justified based on several criteria, including:

- Mobility Improvements;
- Environmental Benefits;
- Operating Efficiencies;
- Cost Effectiveness; and
- Transit Supportive Land Use Policies and Future Patterns.

Local government funding support is also a requirement of the New Starts program. The Campbellton Road TAD can generate some portion of the required funding in conjunction with other sources, such as private funding. The proposed public transportation infrastructure improvements for the Fort McPherson site could enhance linkages to Hartsfield-Jackson International Airport, Downtown Atlanta, MARTA, the proposed Peachtree Streetcar, and the proposed Beltline. An internal site circulator public transit system is essential to the successful redevelopment of the site to promote pedestrian

circulation and reduce vehicular traffic-related congestion and air pollutants.

PATH Foundation

P.O. Box 14327
Atlanta, GA 30324
Phone: 404-875-7284
www.pathfoundation.org

The proposed Fort McPherson redevelopment scenario includes a portion of the site developed as parks and greenspace. The scenario includes approximately 150 acres of new greenspace. The potential of the parks and greenspace component of the redevelopment plan to serve as a recreational trail and functional bike path circulation alternative to vehicular circulation can be realized with the help and partnership of the PATH Foundation. The PATH Foundation is a local Atlanta non-profit organization formed in 1991. The mission of the PATH Foundation is to develop a system of interlinking greenway trails in metropolitan Atlanta. The PATH Foundation has the expertise to both design and build these trail systems and is currently seeking \$9 million in private donations to match almost \$34 million from public sources to build 50 miles of trails. PATH enjoys the financial support of many local and national corporate foundations including: SunTrust, Georgia Power, Wachovia, The Woodruff Foundation, Arthur M. Blank Family Foundation, Nike, Lafarge North America, ING North America, among others. The PATH Foundation normally works in partnership with local governments to leverage funding resources to implement projects which can extend its existing greenway trails network of approximately 65 miles.

Trust for Public Land

Georgia Office
1447 Peachtree Street, NE
Suite 601
Atlanta, GA 30309
Phone: 404-873-7306
www.tpl.org

The Trust for Public Land (TPL) is a national, non-profit, land conservation organization that conserves land for parks, community gardens, historic sites, rural lands, and other natural places, with the goal of ensuring livable communities. The Atlanta office of TPL has been particularly proactive

in partnering with the City of Atlanta and others to support implementation of the Atlanta Beltline vision for a 22-mile loop of parks, trails and transit, utilizing a partially abandoned railroad freight corridor encircling Atlanta's urban core. TPL funded the initial study of the Beltline and commissioned The BeltLine Emerald Necklace: Atlanta's New Public Realm study. In addition, TPL acquired the initial private land parcels required for parkland along the proposed Beltline. The planning and development of additional parks and recreational greenspace on the scale contemplated at Fort McPherson is consistent with TPL's Atlanta activities. TPL services can assist the redevelopment effort with focus on the following areas:

- **Conservation Vision:** TPL helps agencies and communities define conservation priorities, identify lands to be protected, and plan networks of conserved land that meet public need.
- **Conservation Finance:** TPL helps agencies and communities identify and raise funds for conservation from federal, state, local, and philanthropic sources.
- **Conservation Transactions:** TPL helps structure, negotiate, and complete land transactions that create parks, playgrounds, and protected natural areas.
- **Research & Education:** TPL acquires and shares knowledge of conservation issues and techniques to improve the practice of conservation and promote its public benefits.

TPL's Federal Affairs Program team has a successful track record in identifying Federal policies and funding for land conservation initiatives. The TPL Parks for People Initiative has successfully transformed brownfields to art parks in major urban centers such as Olympic Sculpture Park in Seattle and the new Los Angeles State Historic Park.

Sustainable Development Incentives

Increased energy efficiency and "green building" standards are rapidly becoming critical tools in the

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effort to create sustainable environmentally conscious development patterns within American cities. This trend is increasingly desirable given increasing concerns regarding the increasing evidence of the negative impact of global warming related climate changes. Fort McPherson presents an opportunity to incorporate a mandate for sustainable development practices within a comprehensive urban redevelopment planning initiative. The integration of a demonstration project for solar photovoltaic power generation to supplement conventional electric power for residential and commercial uses in conjunction with potential local Atlanta area partners such as the Southface Energy Institute, Georgia Power, and the Turner Foundation as a component of the Fort McPherson redevelopment should be considered.

U.S. Department of Energy

Energy Efficiency and Renewable Energy
Mail Stop EE-1
Department of Energy
Washington, DC 20585
Phone: 1-877-337-3463
www.eere.energy.gov

The U.S. Department of Energy (DOE) through its Office of Energy Efficiency and Renewable Energy (EERE) works with business, industry, universities, and others to increase the use of renewable energy and energy efficiency technologies, with the goal of reducing dependence on non-renewable fossil fuels. One way EERE encourages the growth of these technologies is by offering financial assistance opportunities for their development and demonstration. EERE can provide financial assistance in the form of grants and cooperative agreements in conjunction with a competitive solicitation process based on the federal fiscal year cycle. All EERE related funding is subject to the federal budget appropriations process, requiring congressional support and approval. The EERE does accept unsolicited proposals for funding which may be submitted at the discretion of their creators. Unsolicited proposals may be selected for funding by EERE if they: Demonstrate a unique and innovative concept or a unique capability;

- Offer a concept or service not otherwise available to the government;
- Do not resemble recent, current, or pending competitive solicitations; and

- Independently originate with the initiator without government supervision.

Residential/ Commercial Development Incentives

Over the last decade the City of Atlanta has made significant progress in the transformation of urban neighborhoods which previously suffered from disinvestment due to negative perceptions and physical blight. Numerous local area partners have previously joined with the City of Atlanta in making these transformations successful. Many of these urban revitalization efforts have pioneered and tested existing incentive programs for redevelopment activities such as mixed-income residential communities and the introduction of new quality commercial/retail development. The resulting toolkit of incentives with a proven track record of success should be considered to achieve a well-balanced mix of development for Fort McPherson and meet the City of Atlanta's current goals for economic development, increasing workforce housing, as well as re-introduction of quality neighborhood-oriented retail services in previously underserved areas. The following sources of direct subsidies, loans, and tax credit incentives should be considered to achieve the desired redevelopment goals:

Georgia Department of Community Affairs

60 Executive Park South, NE
Atlanta, Georgia 30329
Phone: 404-679-4940
www.dca.state.ga.us

The Georgia Department of Community Affairs (DCA) is the State of Georgia's lead agency in housing finance and development. DCA administers the State's Low Income Housing Tax Credit (LIHTC) Program as well as the Georgia Dream Homeownership Program. The LIHTC Program allocates federal and state tax credits for development of rental properties which are required to reserve a portion of their units for occupancy as affordable housing. The annual competitive application process for these funds occurs in the spring of each year. The competition requirements are defined each year as part of DCA's Qualified Allocation Plan. A number of new high quality Atlanta mixed income rental properties have been developed using the LIHTC program, combining market rate rentals with subsi-

dized rentals within the same community.

The Georgia Dream Homeownership Program (Georgia Dream) offers assistance to low and moderate income families toward the purchase of a first home. Eligible first time homebuyers, single parent families, and displaced homemakers may qualify for a Georgia Dream Second Mortgage of up to \$20,000 to be used in conjunction with a first mortgage loan. The Georgia Dream funds can be used to defray the cost of down payment, closing costs, and prepaid escrow expenses associated with purchasing a home. Borrowers must contribute a minimum of 1% (based on purchase price) using their own funds. No cash back is allowed at closing. Income, purchase price, and other guidelines apply.

Urban Residential Finance Authority

Atlanta Development Authority
86 Pryor Street
Atlanta, GA 30303
Phone: 404-880-4100
www.atlantada.com

The Urban Residential Finance Authority (URFA) issues and administers tax exempt bonds to make below market interest rate mortgage loans available to developers of new and rehabilitated affordable rental housing with the City of Atlanta which meet certain requirements. Since 1985 URFA has issued approximately \$740 million in multifamily bonds, leveraging \$243 million in additional private investments and producing approximately 1,300 new rental units of which approximately 57% are affordable to families earning at or below 50 to 60% of area median income. URFA also provides up to \$15,000 in down payment assistance for low and moderate income first time homebuyers who meet certain criteria and desire to live within the City of Atlanta. URFA, the City of Atlanta, and the Atlanta Housing Authority have recently agreed to work in partnership to implement the Housing Opportunity Fund Program; a new \$75 million bond funded workforce housing initiative. The Housing Opportunity Fund Program will make funding available for land acquisition and assemblage, multifamily loans, homebuilder incentives, and mortgage assistance designed to encourage the creation of new mixed income communities with approximately 3,000 units of new affordable workforce housing units.

Georgia Department of Natural Resources

Historic Preservation Division
34 Peachtree Street, NW
Suite 1600
Atlanta, Georgia 30303-237
Phone: 404-656-2840
www.gadnr.org

Fort McPherson's use as a military base predates the Civil War and currently 40 nationally designated historic structures are part of the existing facilities. An adaptive use of those 40 structures as office, university research, or conference center facilities, preserving their historic integrity while allowing continued active use, may be required as part of the redevelopment. The Georgia Department of Natural Resources Historic Preservation Division administers the Georgia Preferential Property Tax Assessment Program for Rehabilitated Historic Property which allows eligible participants to apply for an eight-year property tax assessment freeze. The program can be used in conjunction with the Federal Rehabilitation Investment Tax Credit Program (RITC) which provides owners of "certified historic structures" the opportunity to apply for a federal income tax credit equal to 20% of the rehabilitation cost. Only income-producing properties are eligible to participate in the program and the National Park Service must certify the rehabilitation in order to receive the credit.

A one-time charitable contribution deduction may be taken for the donation of a preservation easement to an organization. This easement ensures the preservation of a "certified historic structure's" facade by restricting the right to alter its appearance. The donation of a preservation easement is usually made in perpetuity. Both residential and commercial properties are eligible for this program. Qualified professionals should be consulted on the matters of easement valuations and the tax consequences of their donation.

National Trust for Historic Preservation

1785 Massachusetts Ave, NW
Washington, DC 20036-2117
Phone: 800-944-6847
www.nationaltrust.org

The National Trust for Historic Preservation has the ability to make loans available for historic rehabilitation project construction costs. The National Trust

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Community Investment Corporation (NTCIC), a subsidiary of the National Trust for Historic Preservation, makes equity investments in real estate projects. NTCIC's primary investment vehicles are National Trust Community Investment Funds I and II. Since its inception in 2000, NTCIC has placed more than \$144 million in 33 properties ranging in total development cost from \$500,000 to \$105 million. NTCIC also pioneered the pairing of historic and New Markets Tax Credits (NMTCs) in 2003 providing additional equity resources for eligible projects. Additionally, the National Trust Small Deal Fund (SDF) makes historic tax credit investments specifically targeted for smaller development transactions where total development costs are approximately \$1.2 million which are typically considered too small for conventional tax credit financing.

New Markets Tax Credit Program

U.S. Department of the Treasury
Community Development Financial Institutions
Fund (CDFI)
601 Thirteenth Street, NW
Suite 200 South
Washington, DC 20005
Phone: (202) 622-8662
www.cdfifund.gov

Since its creation in 1994 by an act of the United States Congress, the CDFI Fund has awarded \$820 million to community development organizations and financial institutions; it has awarded allocations of New Markets Tax Credits (NMTC) which will attract private-sector investments totaling \$12.1 billion, including \$600 million for the Gulf Opportunity Zone. The New Markets Tax Credit (NMTC) Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39% of the cost of the investment and is claimed over a seven-year credit allowance period. A number of local Atlanta CDEs currently exist and have previously been awarded NMTC allocations for use; the existing CDEs include Wachovia, SunTrust, Inner City Ventures LLP, and others.

Atlanta Renewal Community, Inc. (ACORA)

34 Peachtree Street
Suite 2360
Atlanta, Georgia 30303
Phone: 404-522-3970
www.atlantacora.org

Authorized by the U.S. Congress in 2000, the Community Renewal Tax Relief Act established a new economic development program called the Renewal Community (RC) Program. The RC program is designed to promote commercial revitalization of specific areas within 40 American cities suffering from pervasive poverty, unemployment, and general distress. Fort McPherson is included within the boundaries designated for the Atlanta Renewal Community. The RC program utilizes numerous tax credits designed as incentives for private investment in new business creation either located in or employing residents from within the RC target area. The Atlanta Renewal Community is currently authorized for operation through 2009. Tax credit benefits available via the Atlanta Renewal Community for the Fort McPherson site fall within the following five major categories.

- Renewal Community Wage Credits – allows businesses up to \$1,500 of Federal Tax credit per year for each employee who lives and works within the RC area. Unused credits may be carried back one year or forward up to 20 years.
- Commercial Revitalization Deduction – allows accelerated deduction for depreciation related to new construction or substantially renovated commercial real estate property in use within the RC. The total deduction is limited to \$10 million per project.
- Capital Gains Exclusion – allows a qualifying Renewal Community Business to utilize

2007 Fort McPherson Estimated Infrastructure Costs Summary

Roads	\$42,671,152
Storm Sewers	\$23,030,000
Sanitary Sewers	\$3,804,787
Other Utilities	\$1,500,000
Total	\$71,005,939

Source: URS Corporation. Demolition not included

Activities Eligible for TAD Funding

Activity	Units	Total Cost	TAD Funds	Other Funds	Comments
(amount in millions)					
Park Design/ Construction		\$13 - \$18	\$15		
Greenway Design/ Construction		\$3 - \$4	\$4		
Pedestrian Improvements		\$129 - \$134	\$40	\$89 - \$94	70/30 Federal Transport. programs
Road Improvements		\$43 - \$48	\$15	\$28 - \$33	60/40 Federal Transport. programs
Storm/Sanitary Sewer Improvements		\$27 - \$32	\$32		
Atlanta Public Schools Projects	5.5%	\$11 - \$14	\$12		
Incentives		\$226 - \$250	\$118		
Admin./project management	2.0%	\$5	\$5		
Total Costs		\$231 - \$255	\$123	\$117 - \$127	

a 0% capital gains rate for RC assets held for a minimum of 5 years beginning with gains made after December 31, 2001 and before January 1, 2015.

- Increased Section 179 Deduction - allows a qualifying Renewal Community Business with less than \$200,000 in annual new equipment needs to claim up to an additional \$35,000 of annual immediate depreciation expense for equipment placed in service that same year.

Incentive Action Plan

An aggressive five-year plan of action must be initiated upon the adoption of the Fort McPherson Redevelopment Plan to assure successful implementation of the redevelopment effort. Early coordination with potential partners and stakeholders is essential in determining the scope of public improvement needs required to support development construction timetables and identification of specific projects which can spur private investment and leverage public resources. Coordination of funding and design of new infrastructure related to roads, storm sewers, and sanitary sewers can be initiated using the current estimates contained within this plan.

The estimated \$70 million of infrastructure costs identified above can be fully funded by the Campbellton Road TAD which is estimated to generate proceeds related solely to the redevelopment of Fort McPherson ranging from \$198 million to \$251 million, subject to implementation of the current redevelopment program. The remaining funds of the estimated Fort McPherson TAD increment proceeds can be used to fund other TAD eligible activities required to encourage development momentum at Fort McPherson. The table below addresses the potential activities which can be at least partially funded by means of TAD increment proceeds.

Additional Activities

In addition to the items above and the development scenario implemented, there is a potential for \$75M to \$128M in additional TAD proceeds which can be used for eligible redevelopment activities. The opportunity exists for significant investment in transit/transportation improvements, and/or a sustainable energy demonstration project. A specific incentive program for the creation of affordable housing at the Fort McPherson site funded by the TAD is also possible.

FINAL DRAFT

Parking

The future need for structured public parking can also be addressed by use of surplus TAD proceeds. A detailed discussion and analysis of the future zoning requirements, ownership, and operations for structured parking at the Fort McPherson redevelopment site should be undertaken prior to finalizing the uses of TAD proceeds. Should the City of Atlanta choose to finance, construct, and maintain ownership of structured parking, a potential income stream may result from parking collections while foregoing the additional tax revenues generated by private parking operations. Control of the number of parking spaces provided and the price for daily parking may also be used to limit vehicular traffic volume in conjunction with encouraged use of public transit via the existing MARTA rail station and potential new transit improvements such as the extension of the Peachtree Streetcar or a circulator/shuttle.

Sustainable Energy

A demonstration project for alternative energy sources to supplement conventional electrical power such as photovoltaic (solar), wind turbine, and biomass generated energy is possible to implement in the redevelopment of Fort McPherson. The detailed study of these options should be undertaken with local partners such as the Southface Energy Institute and Georgia Power to determine feasibility and financial benefits for residential and commercial activities.

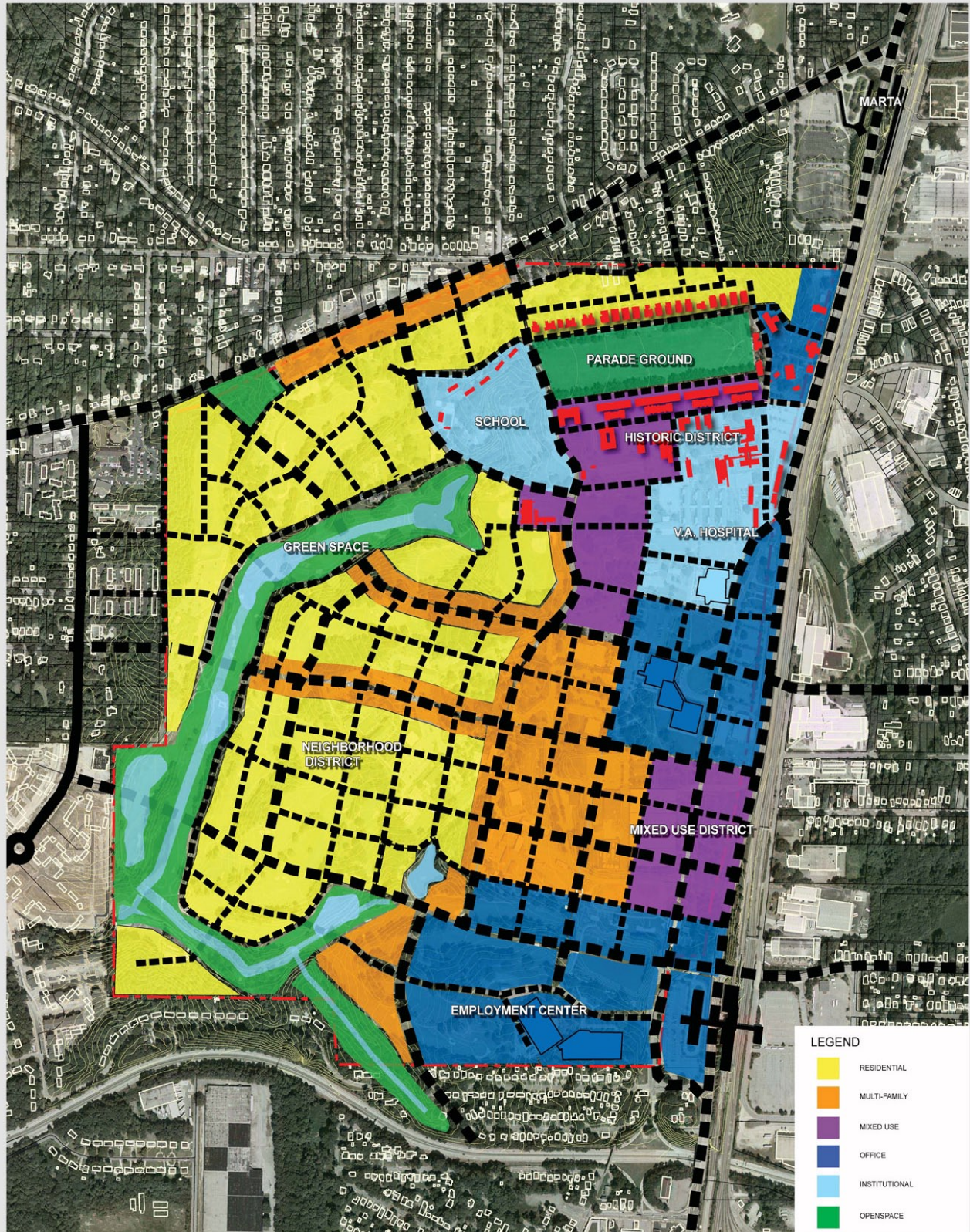
The powerful combination of Federal, State, and Local government tax incentives, as well as direct subsidies available for varied development activities such as public infrastructure improvements, new mixed-income residential construction, new commercial office and retail construction, historic preservation and rehabilitation, environmental remediation, new parks and recreational greenspace -- if planned and focused effectively -- can defray a substantial portion of the Fort McPherson redevelopment costs and leverage millions in private resources. The current rate of Atlanta's rapid population growth makes the planned redevelopment of areas within the urban core such as Fort McPherson essential to achieve the potential high quality of life experience desired for Atlanta residents. The

existing incentives outlined herein if used to implement the Fort McPherson redevelopment vision, can achieve Atlanta Mayor Shirley Franklin's New Century Economic Development Plan goals for the larger Campbellton Road Corridor initiative, including increased job growth, new workforce housing, increased property and sales tax revenues, new park space, and increased vitality in economically underserved areas.

Charrette 1 Schedule

Week	Tuesday 6-Mar	Wednesday 7-Mar	Thursday 8-Mar
8:00		SPACE SET UP & PREP	
8:30			
9:00	CHARRETTE PREP	TEAM REVIEW SESSION & PUBLIC INPUT	TEAM WORKING SESSION AND PUBLIC INPUT @ CHURCH
9:30			
10:00			
10:30			
11:00			
11:30			
12:00			
12:30	Lunch		Lunch
1:00	(12:30 - 1:30)	Lunch (1:00 - 2:00)	(12:30 - 1:30)
1:30			TEAM WORKING SESSION AND PUBLIC INPUT@ CHURCH
2:00			
2:30			
3:00	TEAM WORKING SESSION @ SCHOOL	TEAM WORKING SESSION AND PUBLIC INPUT @SCHOOL	REVIEW SESSION W/ MPLRA
3:30			
4:00			
4:30			
5:00			
5:30			
6:00			WORKING SESSION AND PUBLIC INPUT @ CHURCH
6:30	PREP		PREP
7:00	PUBLIC MTG @ SCHOOL		PUBLIC MTG @ SCHOOL
7:30			
8:00			
8:30			
9:00			

SCENARIO 1: NEIGHBORHOOD PLAN



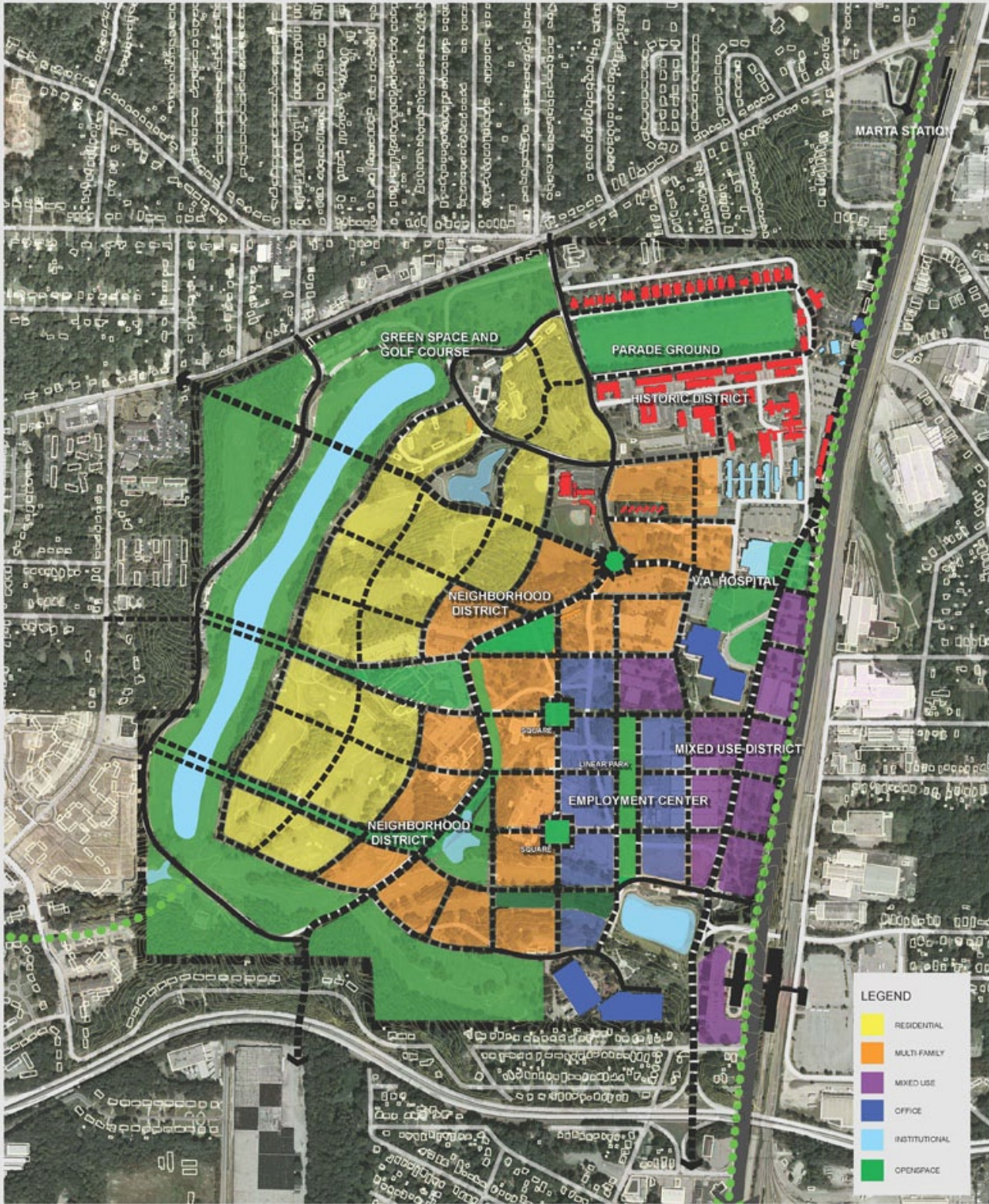
LEGEND

Yellow	RESIDENTIAL
Orange	MULTI-FAMILY
Purple	MIXED USE
Dark Blue	OFFICE
Light Blue	INSTITUTIONAL
Green	OPENSACE



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URS CORP**

SCENARIO 2: ECONOMIC / EMPLOYMENT GENERATOR

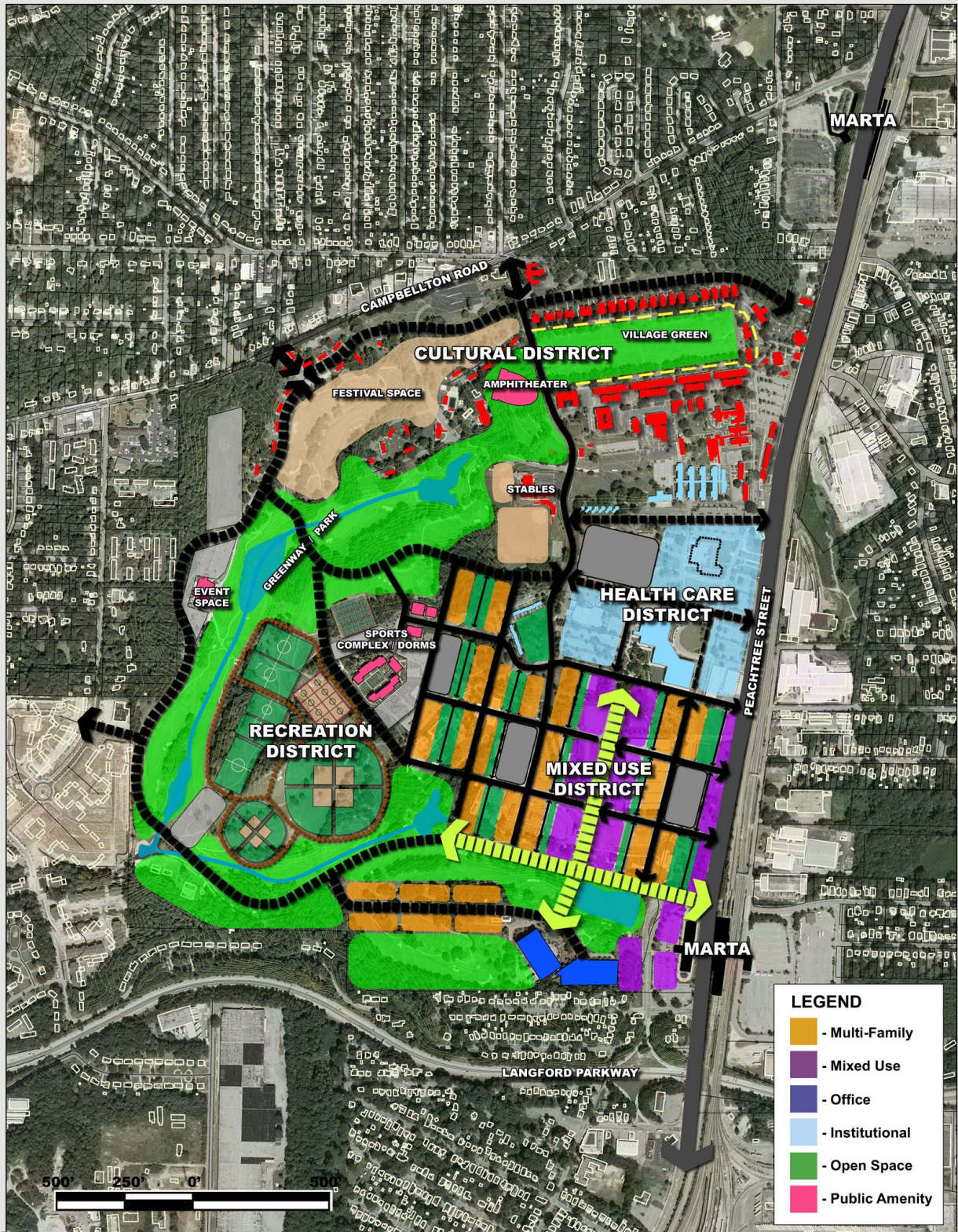


A7. Charrette 1 Process

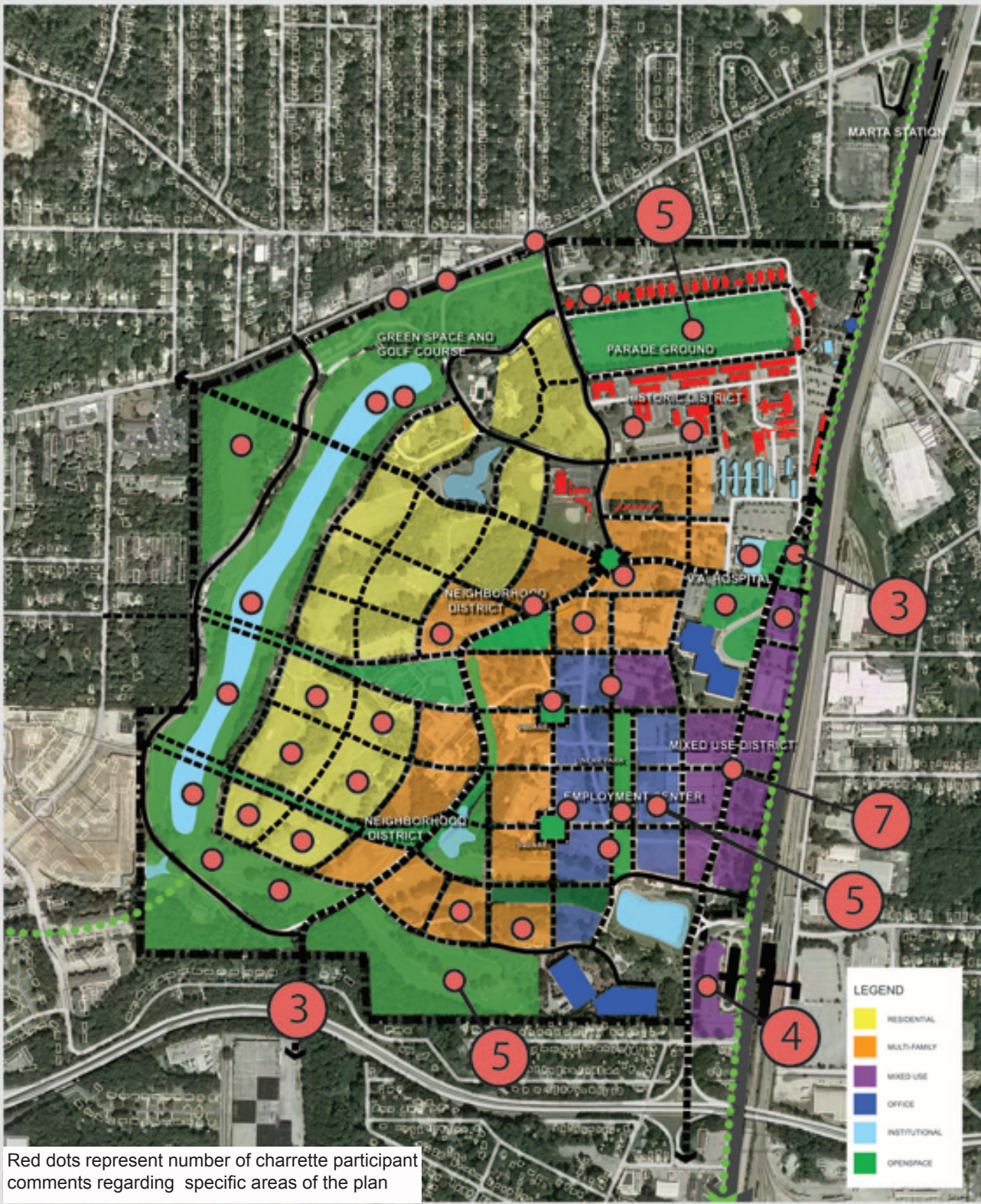


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SCENARIO 3: REGIONAL DESTINATION



SCENARIO 2: ECONOMIC / EMPLOYMENT GENERATOR



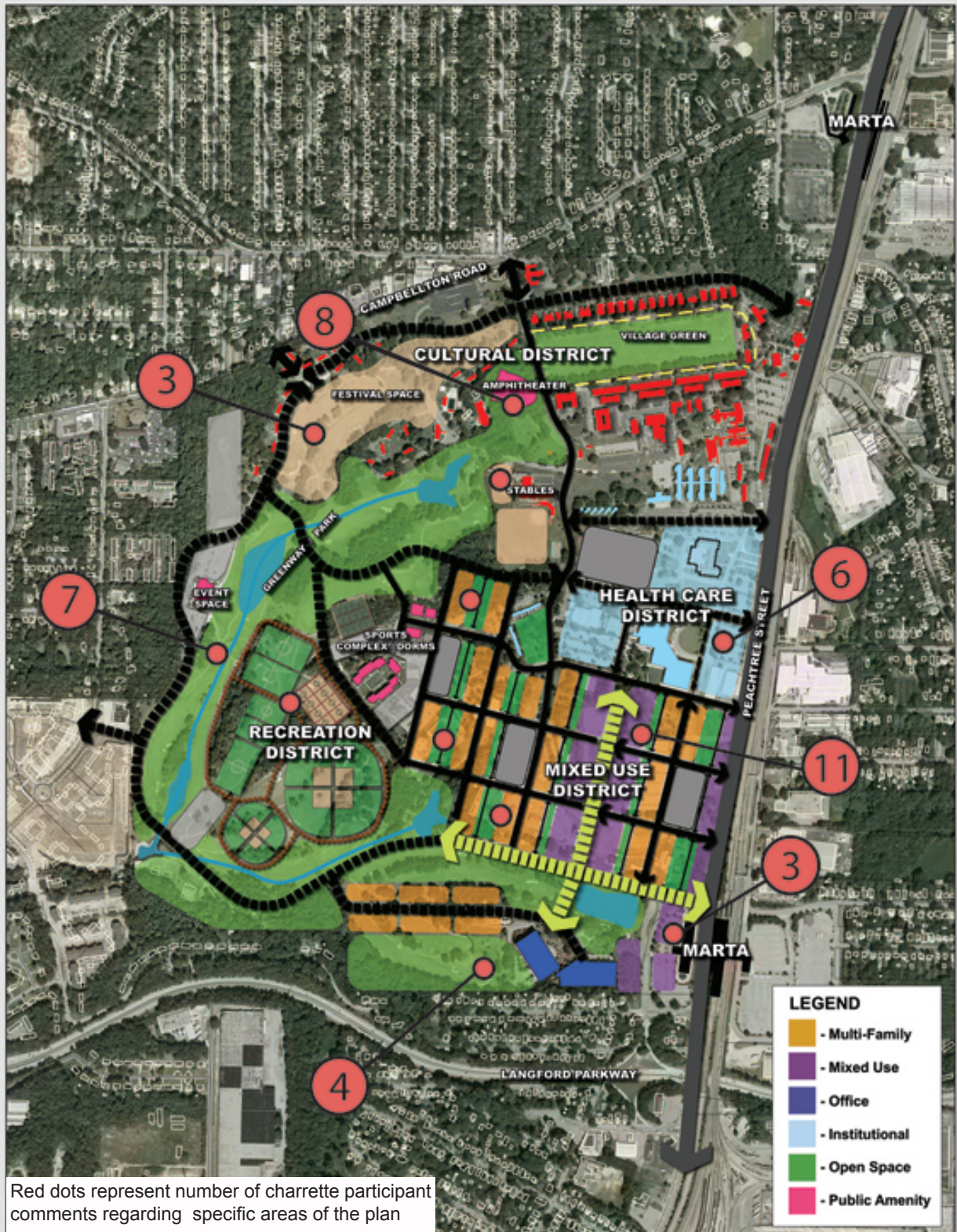
Red dots represent number of charrette participant comments regarding specific areas of the plan

A7. Charrette 1 Products



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SCENARIO 3: REGIONAL DESTINATION

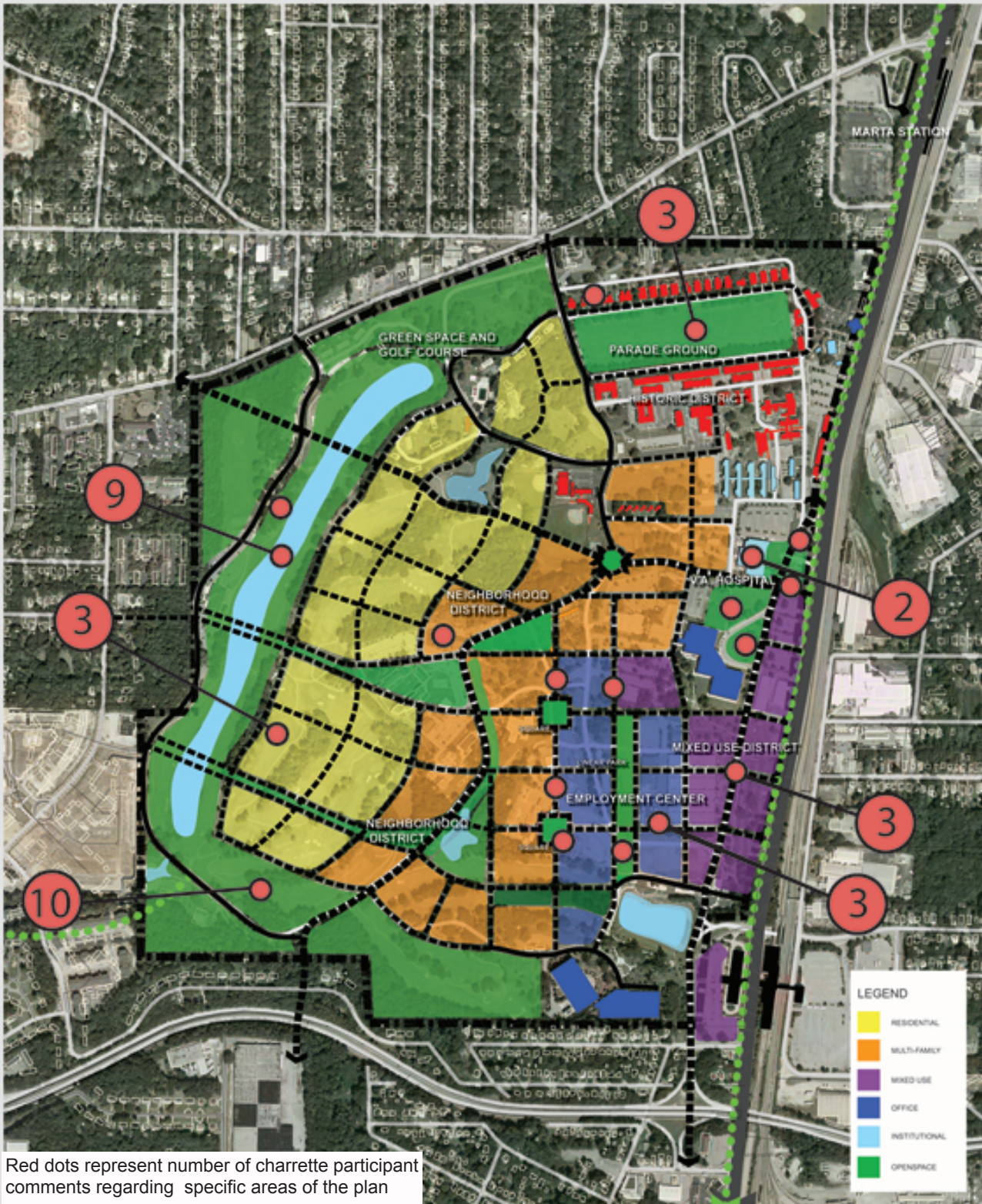


Red dots represent number of charrette participant comments regarding specific areas of the plan



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 URS CORP**

SCENARIO 2: ECONOMIC / EMPLOYMENT GENERATOR



Red dots represent number of charrette participant comments regarding specific areas of the plan



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URS CORP**

Scenario 1 – The Neighborhood Plan

- Like the connectivity, especially to Stanton & north
- Dislike the location of southern mixed-use district. Ought to move one block south to create more transit-oriented development with more vitality
- Like the daylighting (?)
- Like the idea of diverted street BUT worry that Lee Street will be looking at rear of development, simulating a lack of interest among passerby.
- Love the grid streets
- Love how it connects to existing neighborhoods – IMPORTANT!
- Love green space
- Love idea of school
- Would like pocket parks.
- Encouraging neighborhood connections
- Prefer larger mixed-use area
- Love greenspace with H2O, but would like a larger and wider area at one place for events
- Like Peachtree Street entering in the development
- Do not like VA Hospital
- Do not like the idea of apartments in the development
- Like greenspace
- Love mixed-use area
- My concern: Where would military families V/A utilize services since the military base is closing (?) Military dependents in S.W. Atlanta area?
- Good: Activity – building edge on Campbellton Road. Connects to existing neighborhood
- Pocket parks
- Additional neighborhood greenspace

Scenario 2 – Economic / Employment Generator

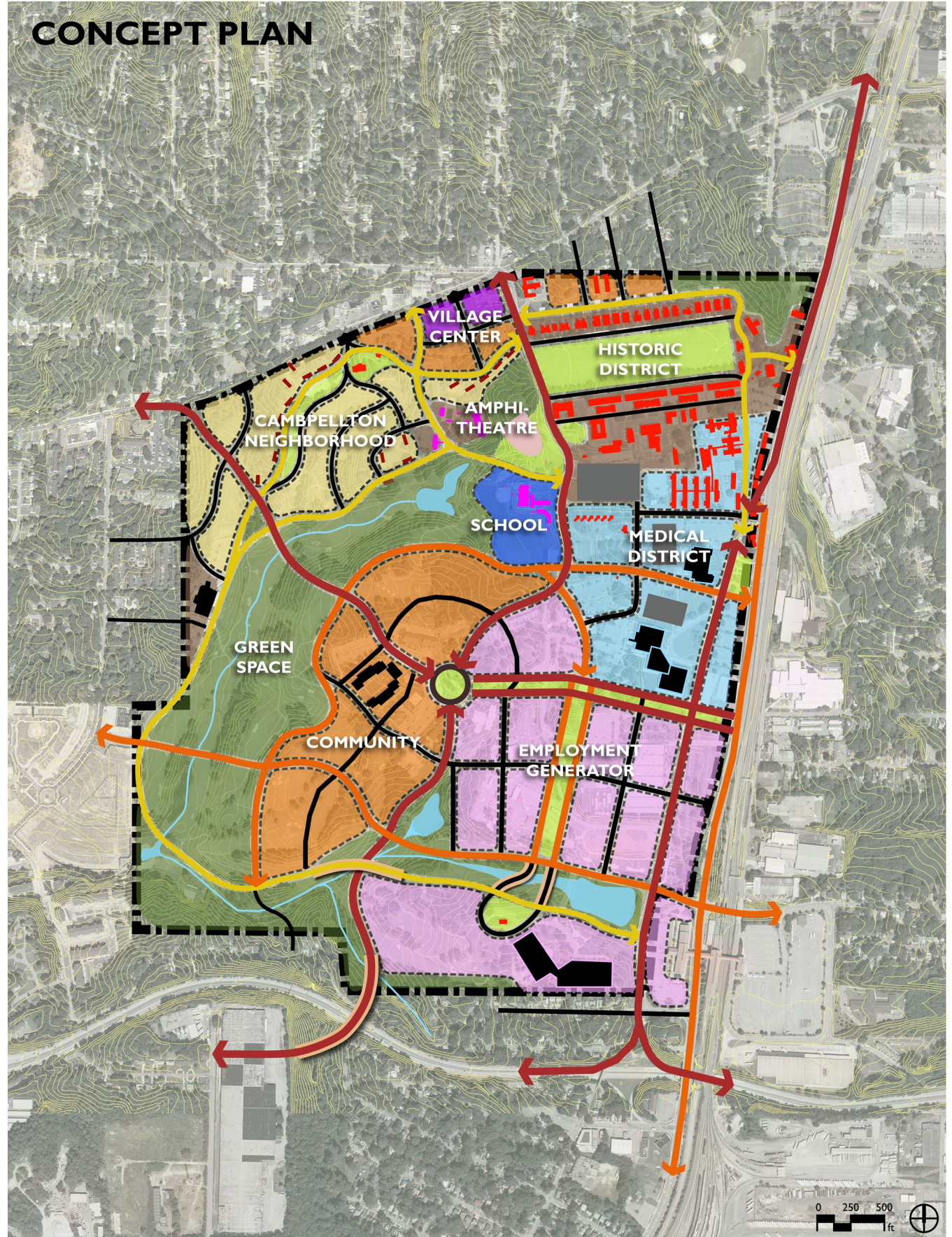
- For important (!) economic generation, the “cultural” plan, with reasonable reduction of the luxuries to the west on the plan, could be just as effective as the “economic generator”
- As one of your colleagues pointed out, the expanded health care complex would generate more mixed-level employment (service workers in the medical facilities)
- As the golf course and research employment imply, this “economic return” will serve only very-high-income workers, users, etc. and incentive potential of some cultural facilities contemplated on this plan would be significant

- cant income generators
- The single family homes on this plan also imply high-income focus
- In short, although the “cultural plan” devotes too much space to luxurious purposes, with modification from the “economic plan” would serve the purposes of the latter and serve a wider demographic
- Put central public squares in the single-family areas
- Internal transit system
- No bus between 2 stations
- Bike lanes along Lee Street
- Civic use at the end of park
- Local affordable housing and jobs
- Strength of medical centers
- Carbon neutral (architecture2030.com)
- Bike trail system, path system
- Does not open onto Campbellton Road, no building edge
- This is the best plan, look at Decatur Square and Edgewood Retail District
- Law enforcement: Where is the law enforcement? Police response, distance time – accessibility
- Don’t need golf course (too elitist for area)
- Highlight historic district
- Multiple neighborhood connections needed
- Love mixed-use by MARTA
- Like water in greenspace
- Good flow of functionality changes
- Please be sure to provide green buffers, etc., to produce positive area adjacent to E.P. single-family residential area
- Significant to have green trail / bicycle path between MARTA stations that will connect to Atlanta transit
- Greenway along Lee Street – like it as long as this would be enhanced visually, so that it feels like more interesting riding
- Dislike the idea of keeping any portion of golf course because it keeps the land exclusively members only
- Employment center “green belt”: I worry that this will be a park that is only open during business hours. Its slope is nice, but I feel like its needs better mixture of uses alongside
- I would like to see better density close to Lakewood MARTA. With the current layout around the larger remaining building (don’t know name), a suburban setting seems evident

- I like this because mixed use is more adjacent to MARTA
- Connectivity good
- Like greenway
- Please avoid office parks similar to those in the 'burbs. These are ugly, tall and sprawly
- Make sure things fit and promote a sense of identity
- Love greenway and open space
- Hate golf course
- Love pocket parks and squares
- #2 is the best scenario
- Combine southern architecture in a way that merges multiple parks & greenspace with multi dwelling
- I like the large employment / retail spaces while maintaining one large open space (please no golf course)
- Scenario 2: This is the best plan, provides the most employment and property tax base
- Obey the principles espoused by www.architecture2030.com & Emory Lovins of the Rocky Mountain Institute(s)
- All construction should be carbon neutral & pedestrians must rule!
- Glad it doesn't have a golf course
- Dislike the lack of single family
- Dislike the connectivity to the west, south, & north. Only nice at mixed-use district
- I see a big problem in the "buffering of surrounding neighborhoods" via recreational district and cultural
- Seems very segregated, with almost the same districting issue of Atlantic Station
- Multifamily – though I like the high occurrence of this, I seem to think that those on southern end need stronger vitality in terms of surrounding uses. Parks are not enough What if the park remained, but had single family / multifamily density in pockets alongside.
- Sports complex & event space – due to low occupancy, safety issues possible (no permanent 24 hr. tenants)
- Create more of a front door/connection to East Point
- Possible golf course on brownfield site in East Point
- Potential Olympic training site?
- 10 Stories too much (keep under 8)

Scenario #3 – Regional Destination

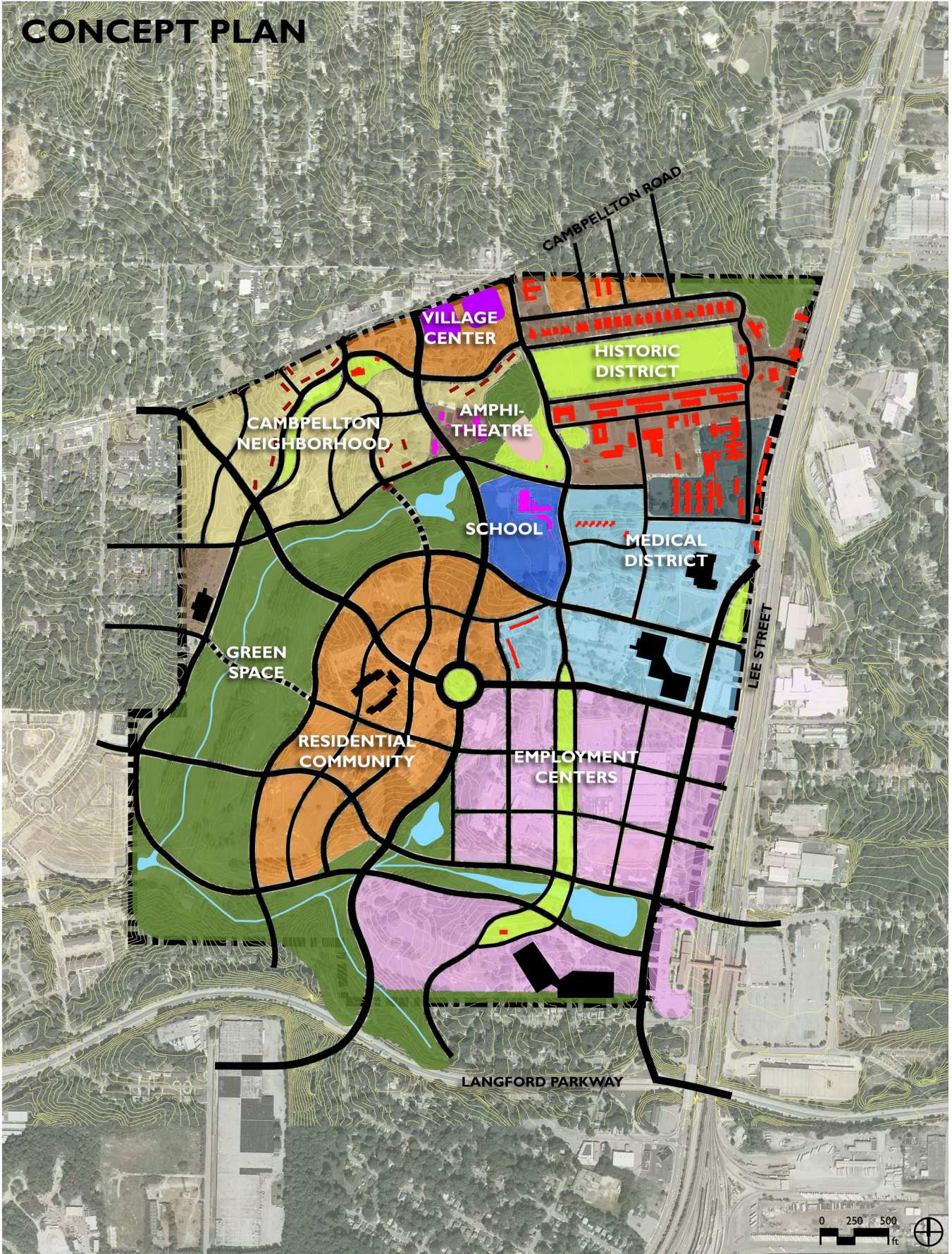
- #3 = NO, but greenspace % is really good and connectivity is better
- No (?) by enough economic generator
- Don't see value in festival space – Have Lakewood, Velodrome, others
- Don't like the luxury at such cost
- Historic preservation from remnants?
- What will make Campbellton Road attractive? Help to improve neighborhood on other side – eyesore
- How many people?? High density is out
- Regional: probably too much greenspace
- Too much high density – won't blend with the surrounding area
- Want several neighborhood connections
- Sports complex would be hard to support
- Amphitheater might be too loud for residents
- Love festival space
- Love mixed use rather than office focus
- Wish there was single-family homes – makes areas more homey and less midtown like
- Needs more connectivity
- Too much like Atlantic Station



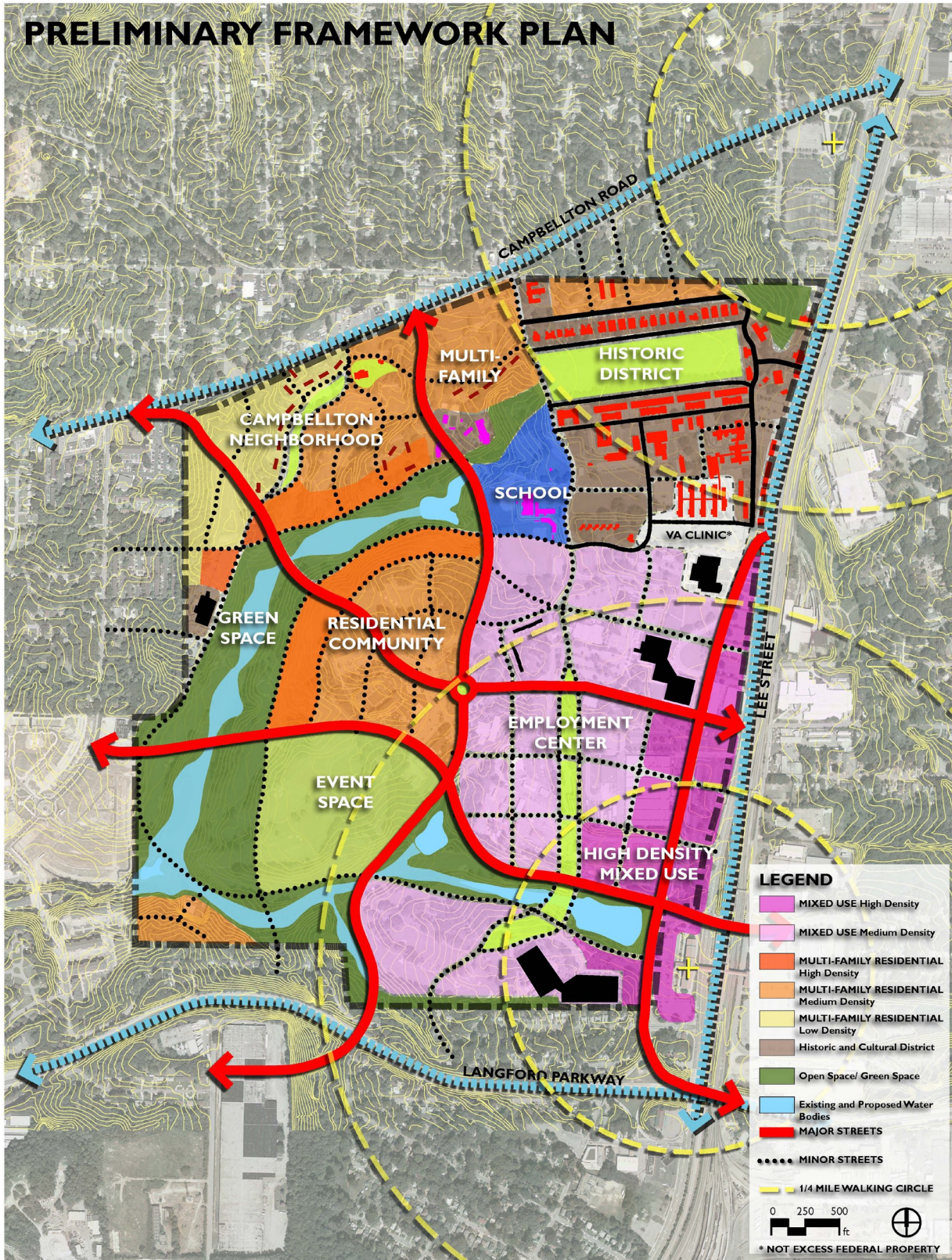
Charrette 2 Schedule

Week	Tuesday 10-Apr	Wednesday 11-Apr	Thursday 12-Apr
8:00		SPACE SET UP & PREP	
8:30			
9:00	CHARRETTE PREP	TEAM REVIEW SESSION & PUBLIC INPUT	TEAM WORKING SESSION AND PUBLIC INPUT @ CHURCH
9:30			
10:00			
10:30			
11:00			
11:30			
12:00			
12:30	Lunch		Lunch
1:00	(12:30 - 1:30)	Lunch	(12:30 - 1:30)
1:30		(1:00 - 2:00)	
2:00			TEAM WORKING SESSION AND PUBLIC INPUT@ CHURCH
2:30			
3:00	TEAM WORKING SESSION @ SCHOOL		REVIEW SESSION W/ MPLRA
3:30			
4:00			
4:30			
5:00		WORKING SESSION AND PUBLIC INPUT @ CHURCH	
5:30			
6:00			
6:30	PREP		PREP
7:00	PUBLIC MTG @ SCHOOL		PUBLIC MTG @ SCHOOL
7:30			
8:00			
8:30			
9:00			

CONCEPT PLAN



A8. Charrette 2 Product



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Fort McPherson Outreach and Landuse Plan: Appendix

September 2007

List of Stakeholder Interviews

- **Cleta Winslow**, *Council Person Dist 4, City of Atlanta*
- **Jim Maddox**, *Council Person Dist 11, City of Atlanta*
- **Ceasar Mitchell**, *Council Person at Large, City of Atlanta*
- **Lisa Borders**, *Council President, City of Atlanta*
- **Theresa Nelson**, *City Council, City of East Point*
- **Beth McMillan**, *Director, Planning and Zoning, City of East Point.*
- **Beverly Isom**, *Mayor's Director of Communications. City of Atlanta.*
- **Kimberly Green**, *Department of Parks and Recreation, City of East Point*
- **East Point Business Association**
- **Steve Cover**, *Commissioner, Department of Planning & Community Development. City of Atlanta.*
- **James Shelby**, *Deputy Commissioner, Department of Planning & Community Development. City of Atlanta.*
- **Rev. Darrell Elligan**, *CBC President*
- **True Light Baptist Church**
- **Protip Byswas**, *Regional Commission on Homelessness.*
- **Hans Grant**, *Metro Atlanta Chamber of Commerce.*
- **Leslie Hambrick**, *South Fulton Chamber of Commerce.*



Fort McPherson Redevelopment Plan Proposal for Parkland for Special Events

Department of Parks, Recreation & Cultural Affairs
City of Atlanta

Executive Summary

The City of Atlanta proposes to develop as part of the green space plan for the Fort McPherson Redevelopment, a regionally significant, 25 – 30 acre premier park space that would be attractive, people-friendly, picturesque, and multi-functional – a pleasant day-to-day park experience but designed from the inception with the robust infrastructure necessary to be able to host festivals and other events with ease and minimal impact.

The demand for such a facility is very real. Piedmont Park, the home of the Dogwood Festival and the Atlanta Jazz Festival has reached its capacity for hosting large events. Demand continues however, with an excess of thirteen proposals for significant events being turned down or truncated in 2006 because of a lack of suitable park space.

One of the most impressive and unexpected statistics from the February 2007 city-wide random survey for the Greenspace Plan, was that 64% of respondents identified special events and festivals as the most important program need they have. In comparison, traditional programs such as youth sports, tennis and swimming were in the 27 – 36% range.

Comparison of the Fort McPherson site with other sites, against seventeen criteria, clearly show the Fort McPherson location as ranking highest. There are unique collection of factors present at Fort McPherson which cannot be seen elsewhere. The proximity of two MARTA stations providing the ability to accommodate large numbers of people by mass transit; the Langford Parkway providing unprecedented highway access; the ability to engineer a new surrounding street network that would minimize traffic difficulties; the southern terminus of the future Peachtree Corridor transit, and close, direct access to the nation's busiest airport, give the Fort McPherson site transportation advantages that cannot be replicated. Adjacent new residential development will provide a significant base of local users to animate the park on a day-to-day basis, and the addition of non-residential uses in close proximity provides the potential for a large inventory of off-hours parking capacity. Careful location and configuration can provide a “win-win”, providing a premier park capable of hosting a multitude of special events as well as enhancing and not compromising Fort McPherson's development opportunities.

It is not intended to displace events from Piedmont Park or other established sites. It is envisioned as a flexible complex of spaces, able to host all classes of events ranging from a few hundred to over 30,000. Indeed, given the configuration of components and multiple access points, more than one event could be occurring simultaneously, utilizing the Main Event Common, sections of the proposed Greenway and the historic Parade Ground. At least twenty potential events have been identified as candidates.

To support the main body of Class A events, a “main event” area consisting of a mix of hard surface areas for staging, vending and support, as well as a minimum of 12 – 15 acres of open turf area for spectator seating would be required. The central turf area would function as a pleasant open “Common” for casual park use when not hosting events. Properly designed, the hard surface areas could provide when not in use for events, areas for other recreational activities needing hard, level areas. Necessary infrastructure would include electrical services, sanitary and storm sewers, potable water sources, lighting, permanent and temporary stages, sound attenuation technology, heavy duty paving and service roads. Berming and planting can be used to help mitigate sound and light spillage.



Incorporation of a permanent stage of about 80' in length would reduce setup times for larger productions reducing the impact on the park of the need to erect and dismantle temporary

staging. Envisioned as being architecturally a signature piece – perhaps through involvement of a designer from the local visual arts community or through a design competition, it would be a focus of the site and a destination of interest in its own right. An adjacent on-site office would accommodate dedicated staff (General Manager, Operations Manager, Administrative Assistant/Office Manager and Skilled Trades).

The Greenway – following the network of restored Utoy Creek tributaries - would provide a network of pathways/roadways which could accommodate linear arrangements of vendors, secondary or tertiary event stages and support services. Connecting to the Parade Ground, it would provide a ready network of more than a mile of multi-use pathway – also highly sought after by the public, and like special events, consistently ranking high in needs surveys.

The Parade Ground, by virtue of its original intended use of assembly of large groups of people, would require almost no capital investment. Either in conjunction with or separately, the Parade Ground could host low impact events requiring minimal infrastructure.

Current CPTED (Crime Prevention Through Environmental Design) principles would be incorporated into detailed site layout and design. A well designed and active street network around the perimeter of the proposed park and greenway would both provide easy access as well clear delineation of public vs. private territory as well as active and passive witness potential. Development of remnant corner pieces in the overall greenway network, abutting neighboring developments which currently turn their back on Fort McPherson, would allow for the urban fabric to be designed to properly address the greenspace and generate additional “eyes on the park”.

The arterial street network as proposed in the Redevelopment Plan assumes a peak hour carrying capacity of 4,600 vehicles. With attendance of 30,000 at the Main Event Common and 30% of attendees using MARTA, the number of private vehicles generated would be approximately 5400, only 17% more than the traffic generated during a normal “rush hour”. With numerous new arterial streets connecting to Campbellton Road, Lee Street, and the Langford Parkway – the latter two currently greatly underutilized – there would be little incentive for drivers to attempt to shortcut through less direct local streets.

Various tools would be available to minimize problems with traffic and illegal parking. Event organizers are required to hire off-duty police to assist in crowd, parking and traffic control. Standing traffic and parking control plans completed in cooperation with the Atlanta Police Department and East Point Police would provide a systematic game plan with respect to deployment of officers and the location of temporary passive measures.

Surface parking for normal day-to-day use of the Main Event Common would be provided – approximately 200 spaces. Attendees for larger events would be encouraged to take advantage of MARTA. Area parking lots and garages would provide the bulk of parking capacity. Event attendee parking would provide considerable additional income to owners/operators of these lots as well as serving to animate commercial and other non-residential areas during evenings and weekends. Parking capacity at the two adjacent MARTA stations alone provide over 1,400 spaces (Lakewood 1134, Oakland City 337).

Buffer distances from the stage area of the Main Event Common would be significantly greater than existing comparable sites. Minimum buffer distances to proposed residential development are at 500 feet; This is comparable to buffer distances at Piedmont Park and almost double those at Chastain. Buffer distance northwards from the stage area to the new proposed residential district would be approximately 1000 feet.

Three premier Class A events currently held annually at Piedmont Park, generate significant economic activity:

- Dogwood Festival (2006) – 300,000 + attendance - \$46M impact (www.dogwood.org)
- Jazz Festival (2006) – 300,000 attendance - \$15M impact (Office of Cultural Affairs)
- Pride Festival (2005) - 320,000 attendance - \$20M impact (Atlanta Pride)

The proposed Fort McPherson Events Park would conservatively have the following economic impacts:

- **\$38M** - estimate of Direct Spending by event and festival attendees
- **1,149** - jobs created based on Direct Spending
- **\$4M to \$39M** - Property Value Increase range
- Incremental Property Tax Revenue from increased property values range from **\$66,000 to over \$600,000**

The attractiveness of Atlanta as a destination for tourists, companies and skilled high value workers is an aggregate of factors, including “quality of life” features like parks and a vibrant arts and festival culture. In an increasingly competitive world, addressing the current physical constraints and thus allowing the hidden opportunities for a wide range of new festivals, concerts and other events to emerge would only enhance Atlanta’s image as an attractive, vibrant community worth relocating to or visiting.

Capital Development costs were calculated for three separate components: the Main Events Common at 25 acres, a 100’ wide strip of the Greenway outside of the stream restoration corridor and the Parade Ground:

- **Main Event Common - \$24.7M** - The Main Event Common was costed with the program of structures noted in the section on Configuration, as well as grading, site servicing, pathways and roadways internal to the park, retaining walls, irrigation, landscape planting, site furnishings, lighting, water fountains, signs, initial operating equipment inventory and a public art fund.
- **Greenway - \$7.8M** - Costing for a 100’ wide strip was included, with the assumption that areas outside would be covered by the stream restoration project. Minor grading and retaining walls, pathways, bridges, a small parking area, restroom, landscape planting, site furnishings, lighting, water fountains and required servicing were included.
- **Parade Ground & Connecting Greenway - \$1.7M** - It is assumed that the Parade Ground does not require any direct work on the turf and would only be candidate for

upgraded lighting, benches, trash receptacles and built in electrical receptacles. Work to connect the Parade Ground to the Greenway as well as potential location of a small restroom facility in the northern arm of the Greenway which could service users of the Parade Ground were also included in costing.

A preliminary look at Revenue and Operating Expenses was completed. Calculations were based on potential menu of plausible events with attendance figures used for further calculations based on 75% of the estimated typical maximum attendance. Per capita Concession revenue factor as per the International Assoc. of Amusement Parks and Attractions was used at 50% to account for additional vending on site. Maintenance costs for all parkland outside the stream restoration corridor were included.

Two scenarios were completed, the second with estimated bond repayments. Both scenarios rely on accessing a portion of gate or ticket revenues potentially through a ticket surcharge. Without Bond repayments, net income would be in the range of \$3.7M. With repayments over 30 years for a \$34M bond, at a yearly payment equivalent to 10% of principle annually, this drops to approximately \$345,000.





Meeting Notes

Attendees Lisa Gordon **City Manager, City of East Point.** Beth McMillan **Planning and Zoning, City of East Point.** Seigfred Jones **Parks and Recreation, City of East Point.** Herbert Humphrey **Government Operations, City of East Point.** Heather Alhadeff **Transportation Planning, City of Atlanta,** Paul Taylor **Park Design, City of Atlanta.** Jack Sprott **MPLRA.** Herman Howard **HOK.** Chirayu Bhatt **HOK.**

From Chirayu Bhatt **HOK.**

Regarding Event Space at Fort McPherson: Field Trip and ongoing discussions.

Project Fort McPherson Outreach and Land Use

Jul 24, 2007

Meeting Date: Jul 19, 2007. 10:00 AM.

A meeting along with driving tour was held on Jul 19th, 2007 to clarify issues related to the proposed event space at Fort McPherson and how it impacts the City of East Point and neighboring community. The driving tour began at 10 am from the East Point City Hall going around the various communities around the base of the camp creek development and its impact on the whole area. Based on the conversation, here is a brief note on observations and next steps.

- I. The point of entry from Langford Parkway into Fort McPherson is very narrow and passes through the entry into Womack Ave neighborhood. During large events, this might provide an undue incentive to users of the event space to park on-street at womack avenue and walk to the event space. This needs to be identified as an issue and rectified using appropriate physical and non-physical strategies. The connection with Stanton Road and Campbellton Road would also be used to enter and exit the redeveloped Fort McPherson. They would also be affected by the proposed redevelopment and Event Space. Also, a separate traffic/transportation/parking study needs to be done in order to completely assess the impact of the Fort McPherson Redevelopment (including the new event space) on this neighborhood and the surrounding community.
- II. The Villages at East Point is another community that could be impacted by the event space due to its proximity and direct connectivity on the western edge of Fort McPherson. There is a high possibility that users of the event space could park in the neighborhood and walk down to the event space. This also needs to be identified as an issue and rectified using appropriate physical and non-physical strategies.
- III. There was also a great concern for noise and adequate sound buffers would need to be provided in the and layout of the proposed event space. Also, there would need to be a clear specification in the mark material for the new developments highlighting the proximity to the new event space. However it shd noted that purchasers of the homes in the Villages of East Point already are currently subject to very a noise from the firing range over in Fort McPherson.
- IV. Lisa Gordon presented the need for a large event space for the City of East Point using the example of their recent July 4th Event that had 10,000 people participating in the event. They would like to have a memorandum of understanding focussing on the agreement by City of East Point and City of Atlanta on the shared use of the Event space. Specifics may be discussed and included at a later date but a document that highlights – in principle – the shared use agreement could be useful going forward.
- V. City of East Point has tried to redevelop the Lawrence Street Industrial for some time now and would like to see it redeveloped based on the changing market due to Fort McPherson Redevelopment.

Atlanta
Chicago
Hong Kong
Houston
New York
Miami
St. Louis
San Francisco
Toronto
Washington, DC
Berlin
Brisbane
Irvine
Kansas City
London
Los Angeles
Mexico City
Orlando
Ottawa
Seattle
Tokyo
Warsaw

- VI. There was an observation regarding the need to ensure integration of the day-lighting of the Utoy Creek tributaries and the proposed storm water pond with the greenway area in the corner of the Villages of East Point so that it is seamless.

Next steps:

1. Include the issues and concerns related to event space in the Land Use Plan Document - **HOK**.
2. Memorandum of understanding for shared use of Event Space – **City of Atlanta & City of East Point**.
3. A Transportation Impact study be undertaken in order to assess and mitigate the impact of Fort McPherson Redevelopment on surrounding neighborhoods – **MPLRA**.

Quality of Life Zoning Districts

MRC- Mixed Residential Commercial

Purpose

1. Create a diversified city where people across the spectrum of age, income, ethnicity, and culture can live, work, shop, meet, and play;
2. Encourage infill and rehabilitation development within traditionally commercial areas that include proportionately significant residential uses;
3. Encourage the development of multi-family housing within commercial areas;
4. Alleviate development pressure on existing residential neighborhoods by placing reason controls on development and expansion of strip commercial areas within primarily single-family neighborhoods;
5. Place reasonable controls on the development of larger scale highway-oriented retail, service, office and dining uses which are intended to serve larger areas of the city than a single neighborhood or a small group of neighborhoods;
6. Improve the aesthetics of the built environment;
7. Protect existing neighborhoods from uses and building forms which are incompatible with scale, character and needs of the adjacent neighborhoods;
8. Ensure pedestrian-oriented building forms;
9. Provide for a pedestrian-oriented environment on streets and sidewalks;
10. Promote public safety through the provision of pedestrian-oriented street-level uses, sufficient sidewalk widths, adequate visibility from adjacent buildings and primary pedestrian access from buildings to adjacent sidewalks;
11. Ensure residents have convenient pedestrian access to nearby commercial uses;
12. Provide stable single-family neighborhoods with nodal commercial areas which are such a size that all uses are within convenient walking distance of one another;
13. Promote an appropriate balance and scale of commercial uses which meet the needs of nearby residents;
14. Encourage a compatible mixture of residential, commercial, cultural and recreational uses;
15. Provide a range of housing types and prices to meet different housing needs;
16. Reserve the space between the building and the sidewalk for pedestrian related uses;

17. Provide appropriately scaled, continuous pedestrian oriented uses and activities adjacent sidewalks along streets with identified pedestrian needs;
18. Encourage a grid of connected streets to improve access and reduce congestion;
19. Facilitate safe, pleasant and convenient pedestrian circulation and minimize conflict between pedestrians and vehicles;
20. Facilitate safe and convenient bicycle usage;
21. Prevent encroachment of incompatible commercial uses and minimize commercial parking into residential neighborhoods;
22. Provide sufficient parking in an unobtrusive manner;
23. Reduce parking requirements by encouraging shared parking and alternative modes of transportation;
24. Maximize opportunities for pedestrian amenities, including parks, plazas, greenways and public art;
25. Provide sufficient, safe and accessible parks, plazas and greenways for active and enjoyment;
26. Improve the quality of air and water through provisions for the planting of trees, green protection, bicycle parking and electric vehicle parking.

Districts

1. MRC-1. Low density residential and commercial uses intended to serve a single neighborhood or small group of adjacent neighborhoods.
2. MRC-2. Medium density residential and commercial uses along corridors and intended to serve a group of adjacent neighborhoods.
3. MRC-3. High density commercial and residential uses along major corridors intended to serve larger areas of the city, and provide larger commercial uses with a significant employment concentration.

MR- Multi - Family Residential

Purpose

1. Create a diversified city where people across the spectrum of age, income, ethnicity, and culture can live, work, shop, meet, and play;
2. Provide for multi-family residential housing types that are compatible with single-family neighborhoods and commercial nodes;
3. Encourage the development of multi-family housing, with limited neighborhood serving commercial uses;
4. Encourage a range of housing types and prices to meet different housing needs;

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5. Improve the aesthetics of the built environment;
6. Protect existing stable single-family neighborhoods from uses and building forms incompatible with their scale, character and needs;
7. Ensure pedestrian-oriented building forms;
8. Provide for a pedestrian-oriented environment on streets and sidewalks;
9. Oriented street-level uses, sufficient sidewalk widths, adequate visibility from adjacent buildings and primary pedestrian access buildings to adjacent sidewalks;
- 10 Reserve the space between the building and the sidewalk for pedestrian related uses;
- 11 Provide appropriately-scaled, continuous pedestrian oriented uses and activities adjacent sidewalks along streets with identified pedestrian needs;
- 12 Encourage a grid of connected streets to improve access and reduce congestion;
- 13 Facilitate safe, pleasant and convenient pedestrian circulation and minimize conflict between pedestrians and vehicles;
- 14 Facilitate safe and convenient bicycle usage;
- 15 Provide sufficient parking in an unobtrusive manner;
- 16 Maximize opportunities for pedestrian amenities, including parks, plazas, greenways and public art;
- 17 Provide sufficient, safe and accessible parks, plazas and greenways for active and enjoyment; and
- 18 Improve the quality of air and water through provisions for the planting of trees, tree protection, bicycle parking and electric vehicle parking.

Districts

1. MR-1. Primarily single-family dwellings which may have zero-lot-line along one side yard.
2. MR-2. Two to three story multi-family dwellings.
3. MR-3. Eight story, zero-lot-line multi-family dwellings.
4. MR-4A. Eight story, multi-family dwellings.
5. MR-4B. Five story, zero-lot-line single-family dwellings.
6. MR-5A. 15-story multi-family dwellings along major corridors.
7. MR-5B. Multi-family dwellings with a maximum height of fifteen stories with appropriate height controls adjacent to single-family neighborhoods.
8. MR-6. 22-story multi-family dwellings along major corridors.

