

## 5. Park Residential District

The Park Residential District is envisioned as a mix of higher density residential development situated towards the center of the site between the linear park space to the west and the Employment Center District to the East. A small portion of this district lies in the South West corner of the existing Fort. This district will serve as a transition between the Higher Density Employment Center and Mixed Use District at the Southeast of the site and the new Campbellton Residential District and existing single-family neighborhoods to the North and West of the site. This district will also bring vitality to the overall development in terms of a variety of housing types both rental and for sale. Refer to figure 4-22.

Providing housing for many of the employees and students from the Employment and Mixed Use Districts as well as the surrounding community, this district will add approximately 1200 new housing units to the area spread over roughly 55 acres. The residential development in this district could be made up of multi-family buildings, ranging from 4 to 6 stories with highest densities fronting the park and the proposed Special Events Space. This could comprise of 3-4 story walk-up/garden-style apartments, 4 story townhomes and condominiums to higher 6 story flats with deck parking. Refer to figure 4-23 for an example.

The character of this district will be urban in nature, arranged on a grid system with ground/structured parking in the interior of blocks and wrapped with residential development. Similar existing developments are Post Biltmore on West Peachtree and the Glen Iris Lofts on Glen Iris in Atlanta. There could be some opportunity for ground floor retail in some strategic locations along the linear park and more locations along the fronting the event space which would serve the residents of this district and users of the event space while not competing with retail in the Employment or Mixed Use Districts.

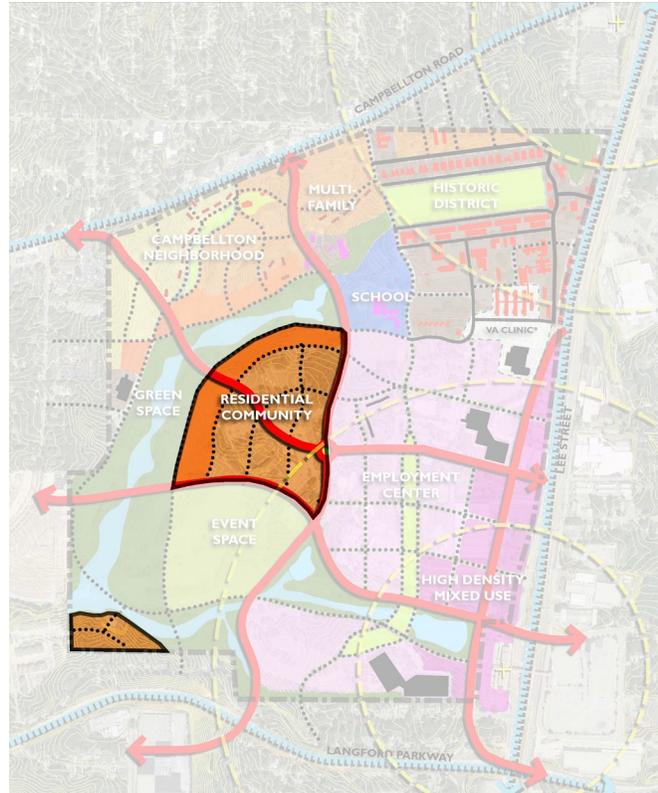


Figure 4-22. Residential Community District



Figure 4-23. A medium density apartment building

## 6. Green Space

Fort McPherson was built on rolling forest and pasture land crossed by small streams; and in the same way the natural landscape governed the original design, it now forms the backbone of the reuse plan. Unlike the various mixed-use, residential and historic “centers”, the green space network does not have fixed boundaries, but rather a host of different elements with geographies determined by design “themes”. The variety of the network ranges from the natural to the formal, with some spaces combining qualities of both. Diagrammatically, the network can be thought of as a misshapen “C” - beginning at the Northeast corner of the site and curving to the Southwest, returning eventually to the Southeast corner. Most of the existing landscaped areas are incorporated into the network, including the Parade Grounds, the reservoirs, the lawns and gazebos near FORSCOMM and the second Post Headquarters, and the plaza at USARC. Refer to figure 4-24

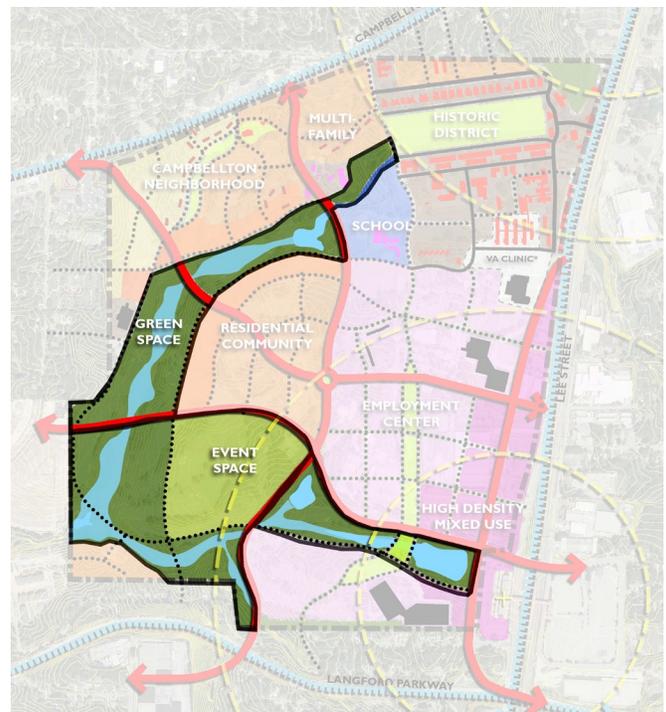


Figure 4-24. Green Space

Aside from the Parade Grounds, the most significant green space element is the linear park formed by the daylighting of the Utoy Creek headwaters, which begin where the creek enters the site at the southwest corner. One course flows from the Northeast, ending in the impoundment known as “Lake No. 3” near Wetzels Drive; the other course flows from the East, with the main tributary fed from two impoundments at either end of Armistead Lane (lakes “1” and “2”) and a smaller tributary flowing in from Colonial Hills neighborhood. Each of the two headwater streams are enclosed in culverts for some or all of their length. The longer stream to the Northeast could be daylighted as part of a Public Benefit Transfer to Georgia Department of Transportation (GDOT) for wetland mitigation credits.



Figure 4-25. Current golf course green space

the existing outflow. The intent of the linear park overall is to provide passive space that reproduces the native Piedmont landscape.

GDOT proposes to restore approximately 4,000 linear feet of the original stream and provide a 300’ wide buffer 150’ on either side (from the center to the stream), forming a 27-acre backbone to the linear park to the north. The Eastern branch could benefit from a similar treatment. Both restorations are part of a 90-acre linear park system that would vary in dimension and design according to the needs of the surrounding “neighborhoods”, but would include natural stormwater control features at various points with a large basin in the area prone to flooding at

One of the most significant parts of the green space element of the redevelopment plan is the 25 acre Event Space. This event space is envisioned as a regionally significant special events venue. It is proposed that City of Atlanta and City of East Point would share maintenance and hosting of events at this venue. More information about the event space is available in the appendix.

The balance of the green space network is contained in smaller park elements providing neighborhood focal points. At the North, an arm of the linear park

peels away to become an undulating strip of green inspired by the Druid Hills parks designed by Frederick Law Olmsted. The park would be bounded by Miller Drive on the North and a new street on the South, and would form foreground to the 1940s-vintage attached housing. The park would terminate in a forested area surrounding the 1888 Post Engineer's house. Closer to the Lakewood MARTA station, a mall extending from the vicinity of the base library south to the USARC building would define the core of the employment center / research campus. The mall would bridge the valley of the stream originating in Lake No. 1, and would expand to incorporate the area around the M.A.R.S. station at the top of the hill. As with the linear park, the program of these spaces would be largely passive, although the mall could be activated with programmed events as desired.

Finally, the signature open space - the Parade Grounds - would be maintained much as it exists today, although a small part of the space (ideally adjacent to the original 1891 Post HQ) might be paved with pea gravel or brick pavers to improve functionality and tie back to a historic period when the grounds were more intensely used during WWII.

There is no single character to the green space network with the exception of one – the dominance of very old trees in each of the spaces. The presence of the trees is exceptional around the Parade Ground, where the oaks planted at the turn of the 20th century now form a magnificent wall on each side. The tree canopy continues West of Walker Avenue, where the Parade Ground drops drastically into a forested ravine containing a small creek. The character of this ravine, while terminating at Lake No. 3, nevertheless is a model for the stream restoration zone and the more natural environment of the linear park. The juxtaposition of the natural against the formal in this part of the site is quite similar to the grounds of Emory University, where the main quad is set off against the cool ravines. Similarly, the existing natural hillside environment along the Utoy Creek South tributary is a template for the restoration of the balance of that small valley.

In contrast to the more forested areas, the malls and neighborhood parks depend on their built edges to provide character - even though their landscape

treatment should be designed with equal attention to detail. A mixture of paving and plant materials is essential to creating an environment that is both urban and pastoral, using the architecture of the edges as a point of departure. Some of the best urban spaces in the country demonstrate this relationship, like the edges of Central Park in New York or Boston's Commonwealth Avenue greenway (refer to figure 4-12).

There are several existing buildings that are linked in use with the surrounding open space, and by their inclusion in the reuse plan increase the opportunities for programmatic diversity in the network of parks. Some of the significant facilities include:

- The Commons (22,432 square feet), currently the golf course clubhouse, could be adapted to other uses related to the stream / forest restoration proposed nearby.
- The Pistol Range (Building 455 – 2,000 square feet) could be used in its existing capacity or modified for a different program tied to the major expansion of Lake No. 4.
- The historic Swimming Pool (Buildings 518 and 519) could be used without modification for the Campbellton neighborhood.
- The original Post Headquarters (Building 41 – 6,655 square feet) could be renovated to contain a base history museum or other cultural use.
- The original stables (Buildings 400 and 401) could remain with the uses they contain (bowling alley, squash courts) or be renovated for new uses compatible with the construction of a new school for Atlanta Public Schools.
- The Post Theater (Building 182) could continue to host events, just as the gazebos (Buildings 215 and 516) could influence the programming of small outdoor concerts.

These and other buildings hint at the broad range of possibilities for creating a rich and layered network of amenities, not simply a choice between passive and active green space. The proposed total area of the Green Space is 150 acres (approx).



## Residential Balance

The goal for the residential component in the Reuse Plan at Fort McPherson is to create a balance with the residential program throughout the site. That balance will be reflected within the overall mixed income of future residences (new construction), the concept of scattered housing (new and existing residential structures) and the different locations/different residential environments created as a result of the Reuse Plan.

The residential component is intended to produce a wide range of housing types; housing for the Formerly Homeless, Affordable Housing, Market Rate Housing and High End Housing. The goal with the Reuse Plan for the re-vision of Fort McPherson is to provide for a wide variety of housing types seeking a number of different types of users, all within a shared environment, one that would be balanced with nature, and no residence located any further than a 5 minute walk from a green / open space.

A crucial factor in planning for the residential component is to have a minimum of 20% of the residential program set aside for Affordable Housing and the remainder of the program that will be distributed among Market Rate Housing, housing for the Formerly Homeless and High End Housing. The majority of the remainder would be Market Rate Housing with a very small (7 %) of scattered units for the Formerly Homeless.

Of the mixed income housing stock, there will be a mix of “for sale” & lease, as well as a mix of user types that would range from the following:

- Housing for Students
- Housing for young single workers
- Housing for Families
- Housing for Empty Nesters
- Housing for Senior Citizens

The Residential component of the Land Use Plan has also sought to take advantage of the proposed circulation/traffic network system designed for the site. All residential areas of the plan have proximity to at least one of four primary streets/collectors, two that run in the north-south direction and the

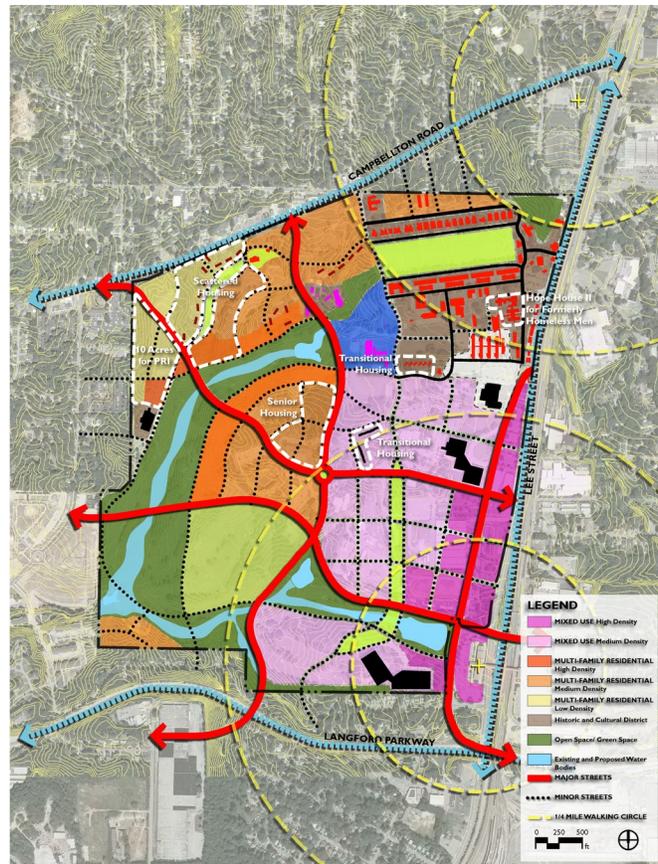


Figure 4-26. Residential Balance and Homeless Assistance Transfer Sites.

other two that run in the East-West direction. This elementary circulation network ensures that all residential programs will have excellent access to the primary public faces of the site, that of Campbellton Road and Lee Street. This is especially important for the Senior Living portion of the program (see plan). Within the plan we have allocated 5 – 10 acres for Senior Living, while the designated site, is well inboard on the site it still has excellent connectivity to internal and external features of the site. Our goal is to ensure that the Senior Living residents will have excellent access to both MARTA Stations and proximity to green & open space as well.

The Land Use plan also seeks to maximize all of the existing usable structures on site, especially those of the residential structures. In addition to the residential structures located within the Historic District, there are a number of residential structures located along the northern edge of the site along Campbellton Road identified as the Campbellton Neighborhood. Within this area there will be a mixed income approach of residential types,

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thus helping to create a balance of mixed income residents along Campbellton Road. That balance in price points for housing will include Formerly Homeless, Affordable and Market Rate housing types. It is also the intent of the Land Use plan to create new housing in this area that would be designed similar to and/or respond to the existing structures thus creating a community of new and existing housing structures that will be of a mixed income program.

The overall proposed built program for the re-use of Fort McPherson includes the following:\*

- 4 Million square feet of Office and Research space
- 400,000 square feet of Commercial / Retail space
- 4,600 units of Housing

\*The proposed zoning strategy for the site will allow up to 21 million square feet for all non-residential space and 11,000 units of housing, but the present “aggressive market reality recommends a program of the 4 Million, 400,000 and 4,600.

The overall uses for the different homeless providers will total approximately 314 units of housing serving approximately 547 households and approximately 10,000 square feet of space to address the Health Care and Community Service needs. It is important to note that the proposed Inclusive Community Health Care Services and the Inclusive Community Services will also be able to serve the general public/residents on the site and the surrounding area. The different Homeless Assistance elements make up for a very small percentage of the over all program and the square footage associated with the proposed re-use of Fort McPherson. It is important to realize that this diversity and mix helps to create a very positive “and unique” balance of living environments and services that is truly reflective to the overall make up of the City of Atlanta.

## Zoning

### ***Special Public Interest District (SPI)***

SPI - an abbreviation for Special Public Interest - is a City of Atlanta zoning designation. SPIs are designated districts of the city where the community has come together to create an ordinance that reflects the community's vision for the future development of that area. SPIs are separate zoning districts, not an overlay. The ordinances that govern them are adopted as part of the City's zoning code and supplant any previous zoning designations except Historic District designation and corresponding oversight by the Urban Design Commission.

Atlanta SPI zoning districts typically include regulations that govern:

- Use restrictions including a specific list of permitted uses and uses requiring special use permits
- Building design specifications including allowable bulk, density, and sometimes façade design requirements
- Streetscape requirements including lighting, screening, trees, setbacks, and yard requirements
- Parking requirements
- Open and public space requirements
- Affordable housing and mixed-use requirements

The current SPI-1 district covers the majority of Downtown Atlanta, Centennial Olympic Park, area around the North Avenue MARTA station and several commercial designations.

The intent of establishing SPI-I as a zoning district is as follows:

- Preserve, protect and enhance Downtown's role as the civic and economic center of the Atlanta region;
- Create a 24-hour urban environment where people can live, work, meet and play;
- Encourage the development of major commercial uses and high intensity housing that provides a range of housing opportunities

for citizens within the district;

- Encourage a compatible mixture of residential, commercial, entertainment, cultural and recreational uses;
- Improve the aesthetics of street and built environments;
- Promote pedestrian safety by ensuring and revitalizing pedestrian-oriented buildings which create a sense of activity and liveliness along their sidewalk-level facades;
- Facilitate safe, pleasant, and convenient sidewalk-level pedestrian circulation that minimizes impediments by vehicles;
- Encourage the use of MARTA and other public transit facilities;
- Enhance the efficient utilization of accessible and sufficient parking facilities in an unobtrusive manner including encouraging shared parking and alternative modes of transportation;
- Provide safe and accessible parks and plazas for active and passive use including protecting Centennial Olympic Park as an Olympic legacy and a local and regional civic resource;
- Preserve and protect Downtown's historic buildings and sites;
- Recognize the special character of Fairlie-Poplar and Terminus through the administration of specific standards and criteria consistent with the historic built environment as recognized by the inclusion of several blocks and buildings on the National Register of Historic Places.

### ***Bonuses\* for:***

- Affordable Housing\*\*
- Ground floor retail
- Open Space
- Transit Station Areas

\* *Not all bonuses permitted in each of the Quality of Life Districts*

\*\* *Maximum sale price not exceeding 2.5 times regional median income; Maximum rent not exceeding 80% of regional fair market rent, as determined by HUD*

## Zoning

### Quality of Life Zoning Code

- Improve the aesthetics of the built environment.
- Facilitate safe, pleasant, and convenient pedestrian circulation.
- Maximize pedestrian amenities, including open spaces, public art and public signage.
- Transition between densities to reinforce visual continuity, linkages, and existing street patterns.
- Provide multi-family housing that does not detract from adjacent single-family housing.
- Prevent encroachment of incompatible commercial uses and parking into neighborhoods.
- Encourage a compatible mixture of residential and commercial uses.
- Encourage community oriented retail uses.

### Parking Requirements

- Parking caps for all uses.
- Bicycle parking.
- Alternative fuel vehicle charging stations.
- Transportation Management Association (TMA) membership for office buildings over 25,000 SF.
- Retail and restaurant within Transit Station Areas = none, when under 2,000 SF.
- Residential uses = maximums only.
- Shared parking permitted.
- Off-site parking permitted within a certain distance of primary use.

\* These requirements do not necessarily apply to all of the Quality of Life Districts

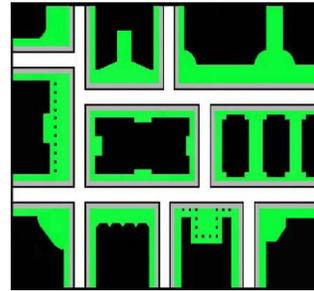


Figure 4-26. Open Space without transfer

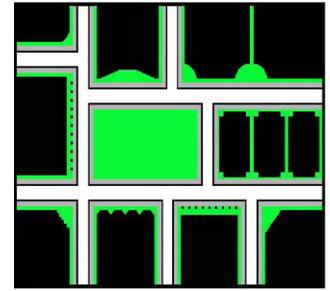


Figure 4-27. Open Space with transfer

### Bonuses for:

- Affordable Housing\*\*
- Ground floor retail
- Open Space
- Transit Station Areas

\* Not all bonuses permitted in each of the Quality of Life Districts

\*\* Maximum sale price not exceeding 2.5 times regional median income; Maximum rent not exceeding 80% of regional fair market rent, as determined by HUD

Refer to appendix for full zoning purposes and districts for mixed residential commercial (MRC) and multi-family residential (MR) zoning districts.

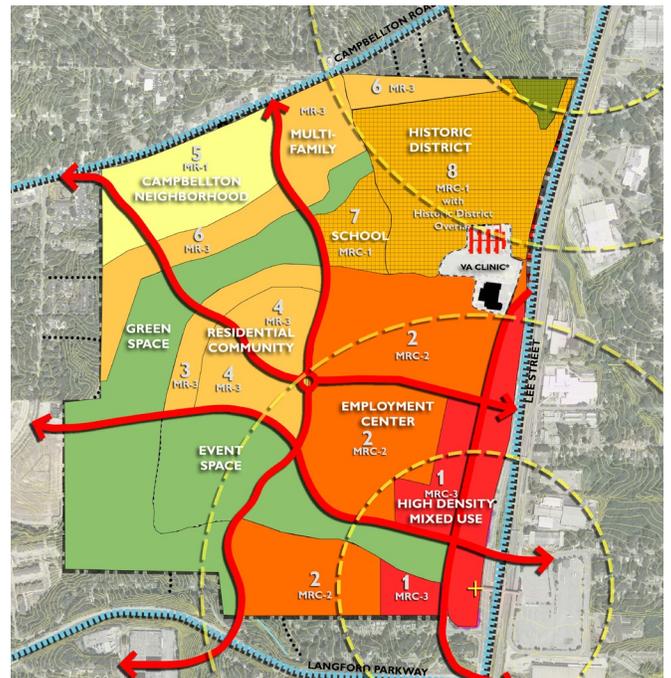


Figure 4-28. Preliminary Recommended Zoning

## Phasing and Implementation

Overall, the proposed plan would allow for a mixed use development to be built out over a 30 year period. The Framework Plan sought to allow for the opportunity to begin redevelopment even before the schedule base closure in September 2011. As stated in the Framework Plan description, there are four major circulation/traffic strategies that create the “bones” of the plan. One of those is a North-South corridor that allows for entry/access from the Campbellton Road through the site heading South to the City of East Point via crossing Langford Parkway. This proposed North-South corridor virtually splits the site in half (refer to figure 4-30). The present condition of the Western half of the site is mostly that of the golf course, open green space and some family residences, while the Eastern half is populated with the bulk of the buildings, many of them very sensitive in nature to the operations of Fort McPherson.

Realizing that the Fort McPherson is charged with base closure by September 14, 2011, the proposed framework addresses a planning strategy that could allow for development/implementation before the actual closure of the base if so desired. The proposed residential developments of both the Campbellton Neighborhood and the inward Residential Community, could begin much sooner than September 2011 without disturbing some of the functions and operations of key buildings on the Eastern part of the base.

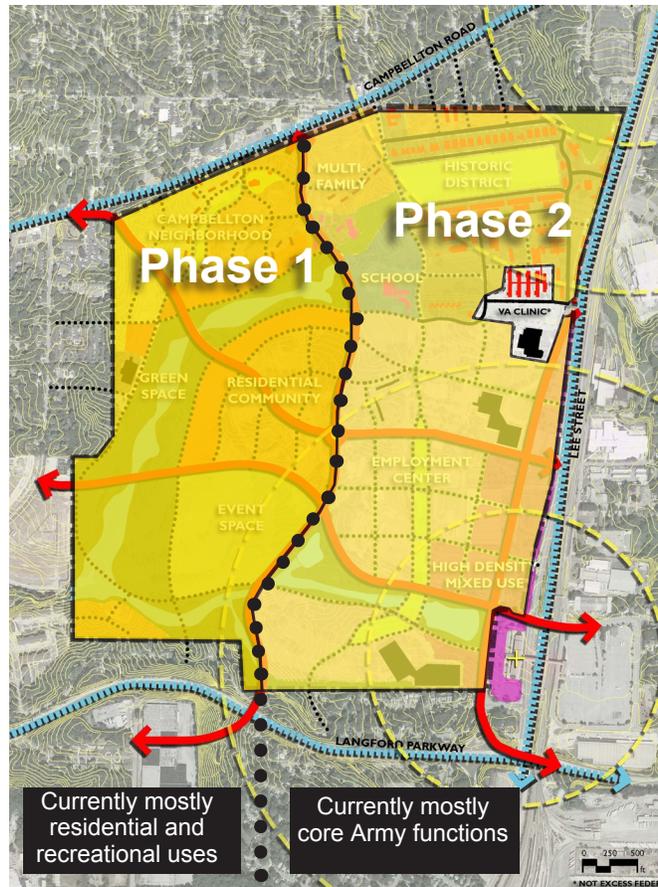


Figure 4-29. Proposed phasing

## Sustainability

Redevelopment of the Fort McPherson area would be the largest single redevelopment project within Metro Atlanta in a long time, and would have a tremendous impact on the communities within and around the redevelopment area. Hence, it becomes important to approach the redevelopment plan from a framework of sustainability. Sustainable development had been a vague term for a long time before USGBC introduced the LEED-ND, a new standard for sustainable neighborhood development for new or infill sites. Some of the principles outlined in the framework plan already begin to address the prerequisites and requirements for LEED-ND certification and this would also help achieve measurable benefits for the development itself. These include but are not limited to wetland protection, smart location, proximity to schools, diversity of uses, walkable streets, reduced auto dependency, compact development, etc.

While addressing sustainability at the neighborhood scale is important, to reduce its adverse impact on the environment some of the higher density intense use buildings within the mixed use and employment center districts should also be individually certified as LEED-NC or LEED-EB. This would set a strong precedent for sustainable development and promote a higher level of environmental stewardship for the region as a whole.

### Notes:

1. The LEED for Neighborhood Development (LEED-ND) Rating System integrates the principles of smart growth, urbanism, and green building into the first national standard for neighborhood design. LEED certification provides independent, third-party verification that a development's location and design meet accepted high standards for environmentally responsible, sustainable, development. For further information refer to the USGBC website at [www.usgbc.org/leed/nd](http://www.usgbc.org/leed/nd)
2. The LEED for New Construction and Major Renovations (LEED-NC) is a green building rating system that was designed to guide and distinguish high-performance commercial and institutional projects, with a focus on office buildings. Practitioners have also applied the system to K-12 schools, multi-unit residential buildings, manufacturing plants, laboratories and many other building types. . For further information refer to the USGBC website at [www.usgbc.org/leed/nc](http://www.usgbc.org/leed/nc)



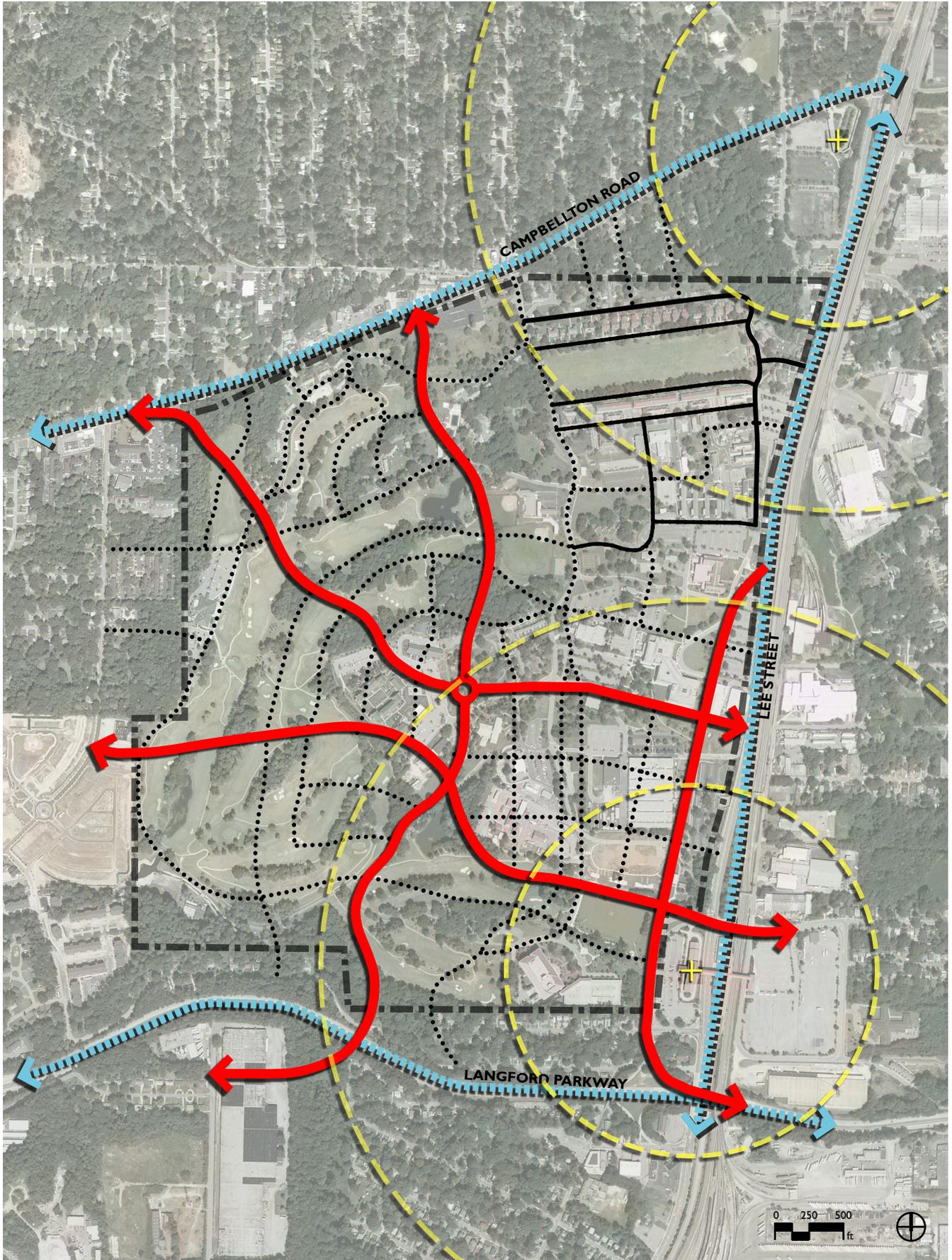


figure 5-1. Street network and walking circles from MARTA stations

## Site Principles and Opportunities

### *Transit Orientation vs. Adjacency*

**Pedestrians First** – The vast majority of transit riders need to walk for a significant portion of their trip. In order to make transit a viable choice for more people, the pedestrian reach of the station should be extended through the creation of a pedestrian-scale grid of streets and sidewalks (block faces between 250 and 500 feet). Pedestrians' walk tolerances should be extended through the creation of safe, comfortable and interesting environments. In areas where pedestrians and vehicles are expected to share space (crosswalks, parking entrances) the design should favor the pedestrian who is at a physical disadvantage. If these ideas and principles are implemented, the biggest steps in creation of a transit oriented environment will be successful.

**Look for Good Bones** – The “Bones” of a city are the basic building blocks that contribute to good form. These include good block structure (connectivity), buildings that are built to the street and active ground-floor uses. These are the elements that are permanent – that do not change over time. Businesses, residents, traffic patterns and even whole economies can change, but good bones allow a place to adapt and keep up with these changes without having to tear down and start over. Buildings built in the early 20th century could not have anticipated internet cafes or loft condos; but the ones from that era can adapt and change. Likewise, the grid of connected streets often laid out in the 19th century did not anticipate the advent of automobiles, but they are flexible enough to accommodate these changes better than more recent road projects.

**Get the Right Land Use** – Good transit orientation requires a mix of uses. Much like parks, transit stations that are in the midst of single-use districts are active for only part of the day. During these inactive times, the station can seem as an unsafe and underutilized space.

**Create Great Public Spaces** – Public spaces activate the areas around transit stations and keep them lively and safe. These spaces may be parks or plazas or they may just be streets with well designed spaces for pedestrians. In any case, deliberate attention to the areas where pedestrians will spend time helps to make transit a more ingrained element of the community.

**Get the Facility Design Right** – Transit stations are functional spaces. The goal is to move through as efficiently as possible and get to the street. Any additional barriers, corridors, stairs, bridges or tunnels that add to the time in this functional environment will detract from peoples' inclination to use the facility.

### *Flexibility and Urban vs. Suburban Form*

One of the often overlooked principles of building great places is that places change. Residents, economies, technology and land use change over the years. Well designed urban places, however, have the underlying bone structure to allow these changes to occur. In fact, this is one of the fundamental differences between urban and suburban form. Urban forms can adapt over time: as new elements are added to an urban environment, the place is enriched and enlivened. We should strive to create the type of urban place that will continue to improve as the city grows and changes.

## Connectivity For All Users

Urban places – particularly those near transit – should be for all users; not just automobiles. However, there is an art to the creation of streets that are complete for all users. One of the fundamental shortcomings of typical suburban forms is that virtually all automobile trips must eventually use the same small group of arterial corridors. Generally, these arterial corridors are responsible not only for the eventual mobility of vehicles from all local streets, but for access to the uses (such as strip commercial) that is typically located along them. This is the primary reason why these arterial streets are always congested and dysfunctional.

The time-proven cure to this problem is transportation network. A well connected network of streets not only moves automobiles more efficiently; it makes the creation of good pedestrian environments possible. This occurs because:

- None of the streets are too wide
- Automobiles are not tempted to speed between widely spaced intersections
- Pedestrians have a shorter path from point to point

These benefits also apply to bicyclists. The development of an effective network is the precursor to a community of “complete streets.” As shown in figure 5-1 a well connected network of multi modal streets can provide the balance between mobility and pedestrian environment.

## Integration with the Community

As has been discussed in the previous sections, the removal of walls on site is expected to be both a physical and a symbolic act. But if real barriers continue to exist after the physical walls are removed, then Fort McPherson will always be a disconnected place rather than an integral part of the community.

In order to accomplish the integrity, first the street network on the site must be utilized to the greatest extent possible. These connections

will help to make the site permeable allowing it to breathe and people will flow both in and out via these connections. Second, the edges of the site must cease to be barriers. If in the final design Lee Street, Langford Parkway, Stanton Road and Campbellton are always treated as edges, then it will always be apparent that the site is different from the surrounding community. Refer to figure 5-2.



Figure 5-1. Multiple modes of transportation

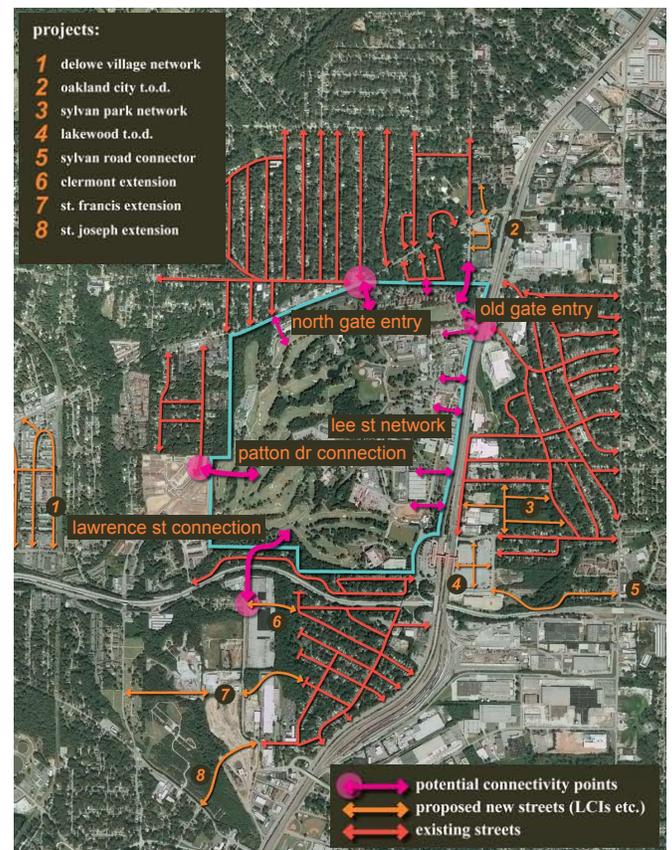


Figure 5-2. Street Network



Figure 5-3. Key transportation moves to structure the site

## Major Transportation Moves

### The 4 Big Moves

Over the course of the planning process, the design team proposed a number of major street realignments that we believe begin to overcome some of the constraints, barriers and obstacles discussed previously. These ideas, among others, were shared with the public, and received considerable positive reaction during the workshops and charrettes. Refer to figure 5-3.

#### 1. Lee Street/Peachtree Street “Inboarding”

Lee Street, the primary North-South access street, currently runs along the Eastern edge of the Fort McPherson site. Whether this remains Lee Street or is re-branded as “Peachtree Street” as a part of the streetcar project, development along this street will be one of the most attractive within the site. However, the eastern side of this street is bordered by railroad tracks. This presents two disadvantages; it is

unattractive and development is only possible on the Western side of the street. If, however, the alignment of the street itself were moved to the West, these problems would be eliminated. As Figure 5-4 illustrates, inboarding this street would create a 2-sided street for development, allow for the creation of a well-designed pedestrian boulevard and allow vehicular access on the old Lee Street alignment.

## **2. Campbellton Road “Re-Alignment”**

In its current configuration, Campbellton Road represents the edge of the site, a line of demarcation from the existing neighborhoods, and an importation vehicular access route. The team decided to ask, what if, instead of a barrier, this street could become an integral part of the redevelopment and the redevelopment a part of the existing neighborhood fabric? This idea is illustrated in Figure 5-4. This realignment of Campbellton has a number of advantages:

- Site generated trips would turn from both the North and South instead of only one direction. This would help to spread the load of turning movements.
- The existing Campbellton Road alignment (perhaps renamed Dill Ave. to match its counterpart across the tracks) could be preserved as a two lane, neighborhood street.
- The East-West “main street” would be on site instead of adjacent to the site, allowing for redevelopment on both sides.

## **3. East-West Connection Between Astor Avenue and Stanton Road**

As has been discussed previously, Astor Avenue is one of only two bridges available to cross the tracks on the eastern edge of the site. The plan will need to take full advantage of this access. Likewise, traffic to and from the Western edge of the site would be well served by a direct outlet to Stanton Road.

## **4. North-South Connection Between Atlanta and East Point**

The Northern boundary of the site is adjacent to the best available network infrastructure in the area. The historic street grids of the neighborhoods to the North provide a real opportunity for neighborhood-scale circulation into the site. Numerous connections from these streets into Fort McPherson are strongly recommended. It would be beneficial if at least one of these connections carried across Langford Parkway to East Point. This would open the site up to East Point residents without having to use one of the already overtaxed existing streets.

### ***The Support System***

While these four major realignment strategies represent the most visible elements of the street framework, they are, by no means the extent of the system. In order to keep these prominent streets “complete” (i.e., at a pedestrian scale), they will need a support system. This fine grained network of support streets is the only way to effectively manage pedestrian and vehicular movement in an environment that is dense enough to also support rail transit.

### ***Flexibility and Phasing***

This connected system of local streets can be built as the site develops. In fact, in many cases, it is likely that the site developers can be asked to build these master planned streets. One of the advantages of this network is its flexibility. The number and density of streets can match the density and pace of development that the market dictates.

## Framework Plan- Transportation Evaluation

The following section evaluates the performance of the Framework Plan against some of the issues and principles that have been outlined in the preceding sections.

### Street Connectivity & Walkability

**a. Block Size** – The block sizes shown in the framework plan, particularly in the areas near the Lakewood/Fort McPherson MARTA station are conducive to pedestrian circulation. All the block faces in this district are less than 500 feet, which is critical to the creation of a walkable environment. The network will also help to quickly disperse vehicles to numerous streets so that no one street or intersection becomes overloaded. Refer to figure 5-4.

**b. Street Size and Character** – The presence of the connected network will be key to keeping streets appropriately sized. Consider the Fairlie-Poplar district downtown Atlanta. Even though this district supports in very high built densities, the streets are able to remain narrow and pedestrian friendly. This is because vehicle traffic is dispersed throughout these streets and intersections do not become overloaded. In addition to the creation of network, the Framework Plan provides for and adequate number of pedestrian spaces. The accompanying cross-section diagrams illustrate the dimensions and character of the balanced streets (figure 5-4).

**c. Vehicle Carrying Capacity** – Although Fort McPherson is expected to be a transit-oriented, walkable, mixed-use development, it is still reasonable to expect the majority of commute trips to occur via automobile. Given this reality, we should have some degree of flexibility that the proposed streets can handle the vehicle loads that are likely to result from redevelopment. The first part of this section provided a brief discussion of the capacity of the existing streets around the site. If we project that available capacity onto the major streets show in the Framework Plan, it results in the diagram shown in Figure 5-5. This illustrates



Figure 5-4. Appropriately sized streets help improve the quality of the urban environment

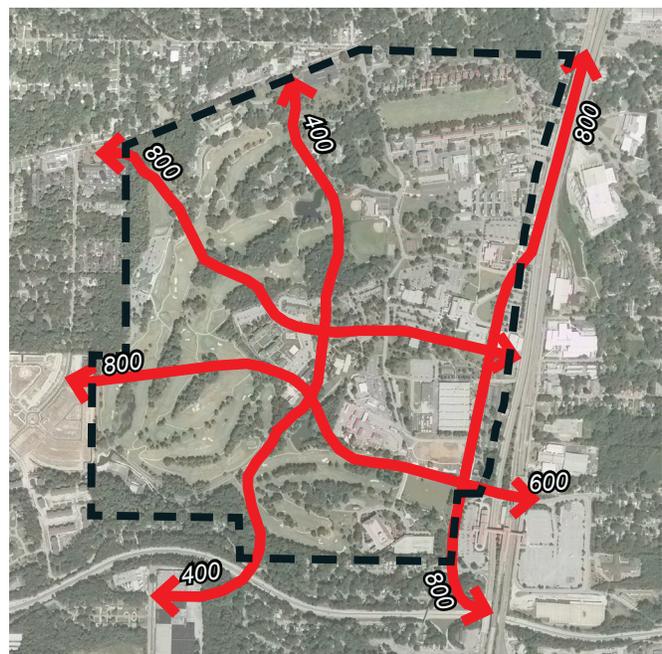


Figure 5-5. Maximum vehicle carrying capacity of the framework streets

the capacity available during the afternoon peak hour. In total, this adds up to 4,600 vehicle trips that could be handled by this basic network. If we assume a 10% transit ridership (this is comparable to ridership in the transit-rich Midtown Atlanta area), these capacities correspond to a development program of approximately 4,000,000 square feet of office, 4,600 residential units and 400,000 square feet of retail development. If more density is desired (and possible), an additional parallel North-South road (shown in the Framework Plan) and additional East-West connections to Stanton Road could be built.

### Transit Access and Focus

In order to achieve even the base level of development, however, 10% of transit ridership level will be imperative. This will require that the area around the Lakewood/Ft. McPherson station be well designed. The Framework Plan looks at these issues in three basic areas:

**a. Density** – The Plan contemplates the highest concentration of development along the Lee Road/ Peachtree Street corridor around the MARTA station. It is important that this density not only be along one street, but continue into a 10 minute walk circle. This 10 minute walk-shed is the zone from which we can expect, by far, the greatest percentage of transit ridership. It is important that we concentrate as much development as possible into this zone.

**b. Mix of Uses** – A mix of uses will serve to use the available transit capacity throughout the day. Single use office development will only take advantage of transit capacity during the morning and evening peak hours. However, if residences, retail, green space and civic or institutional uses are present within the 10 minute walk-shed, not only will the transit investment be better utilized, it will be safer by virtue of the activity.

**c. Permeability** – Filling the walk-shed with dense development is only one half of the transit strategy. The other half is expanding this circle. This can be done by creating more networks to allow transit users a direct path to their destinations. Figure 5-6 shows the current 10 minute walk-shed compared to the expanded accessible area made possible by the addition of street network (figure 5-7).

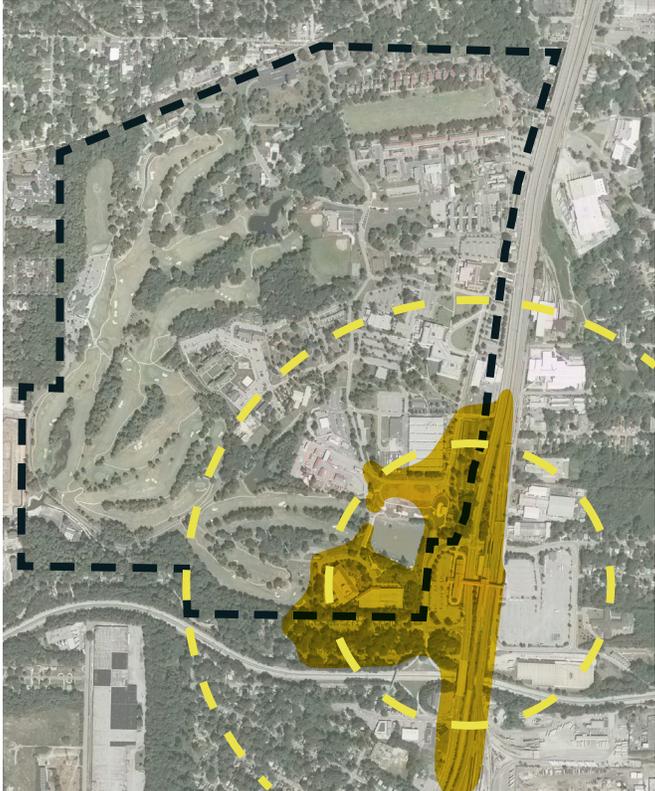


Figure 5-6. 10 minute walk with the existing street network

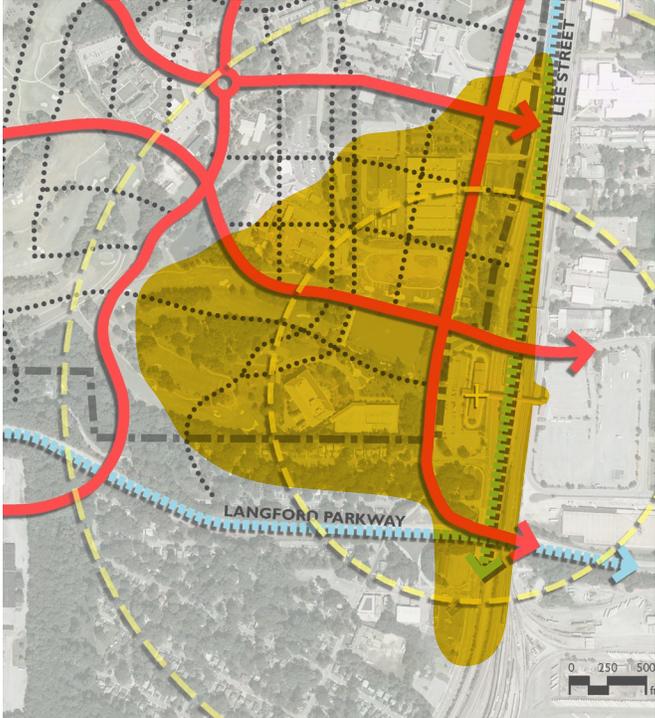
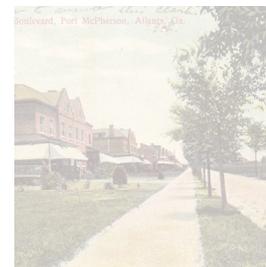
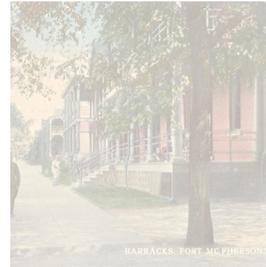


Figure 5-7. 10 minute walk with tproposed street network

6. Environment & Infrastructure





# Environment & Infrastructure

## Impacts of Redevelopment

Redevelopment of Fort McPherson will require major investment in infrastructure. Due to the existing configuration and capacity of the sanitary and stormwater systems, major upgrades will have to be made to support any new development, including upgrades to off-site areas for both systems. The existing systems are not designed (as typically found in an urban development) such that the vast majority of the systems follow the road network. The systems appear to be developed to follow the shortest flow path distance and not the road grid in support of the Army's earlier program. In addition, since the site is less than 30% developed, the systems are under designed.

In order to meet the existing water quality requirements and ensure that the stormwater system will be able to handle future development, a permanent water quality pond of approximately 10 acres will need to be constructed in the Southwest corner of the base where the Utoy Creek leaves the site. In addition, temporary retention ponds that can hold an additional 10 acres of storage will need to be constructed to ensure that the increased stormwater runoff is captured on-site. Restoration of the Utoy Creek within the site would consist of removing the existing twin 66 inch pipes that run from Pond 1 to the Southwest corner of the site. In addition to daylighting the creek bed, additional planting of native trees and shrubs (including wetland species) will be required to ensure that this area can be used as a mitigation banking area as outlined in the proposed public benefit conveyance.

The assumptions made in determining the cost of the storm sewer lines are as follows: drainage inlets are required for each 0.75 acres; water quality will be required as described in the Georgia Stormwater Management Manual, a regional stormwater detention facility will be utilized, and all pipes are assumed to be 36 inches in diameter. Demolition of the existing storm sewer was not considered.

The sanitary sewer system will require extensive upgrading to support the redevelopment of the installation. The only area where the system could be reused is in the Historical District. The system on the rest of the site will have to be completely redone, including improving the sewer lines from the connection to the City of Atlanta system to the new sewer line under construction along Campbellton Road.

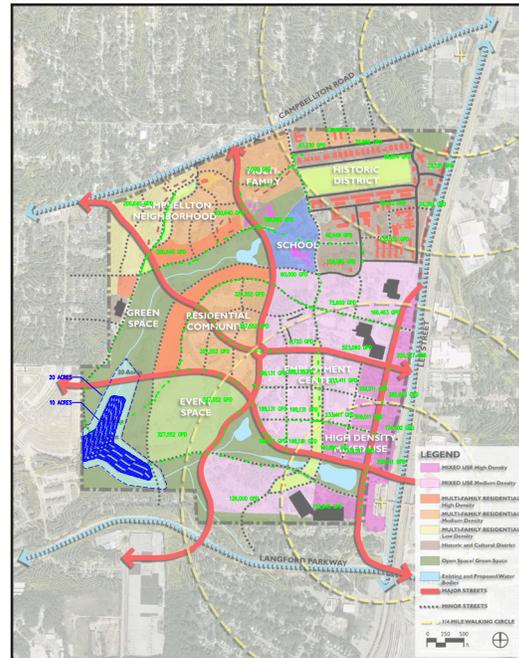


Figure 6-1. Flood Plain and other infrastructure

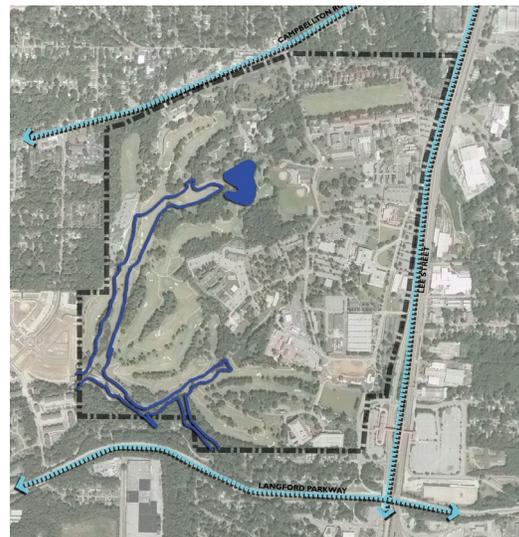


Figure 6-2: Flood Plain and Pond

The estimated cost for the construction of the sanitary sewer lines was determined using the proposed square footage of the new land use. The sewage flowrate was determined and the sizing of sewer lines was based upon these flows. A peak factor of 4.0 was applied to provide a factor of safety. Costs for the sanitary sewer upgrade include pipe material, trenching, pipe bedding, and demolition of the existing sewer to be abandoned. The other utilities, such as water, electric, gas and telecommunications, are all supplied off-site and can be upgraded as needed to support the redevelopment.

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The existing road network throughout the installation will require major improvements. Any type of grid system on the post is non-existent and redevelopment will require major upgrades to the road system.



Figure 6-3: Storm Drainage System

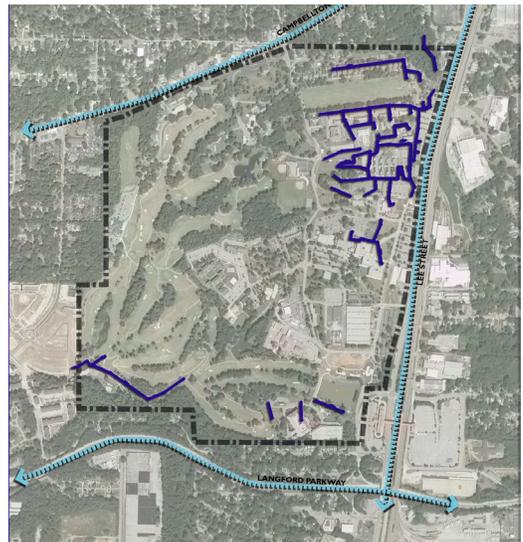
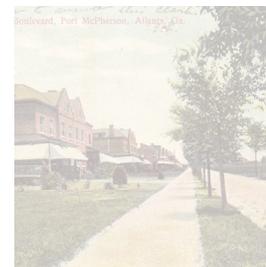


Figure 6-4: Sanitary Sewer System





## Market Analysis Approach

Considering the current local demographic and economic characteristics, it is important to create a realistic and implementable plan. The redevelopment of Fort McPherson is a unique situation: it is an unusual combination of a large site (nearly 500 acres), in town location (within City of Atlanta and directly adjacent to East Point), with excellent mass transportation access (between two MARTA rail stations). These assets, along with amenities located on the grounds of Fort McPherson itself, create a very distinct opportunity for redevelopment of a scale and nature unprecedented in Metro Atlanta (refer to figure 7-1).

Because of security reasons, Fort McPherson has created distinct barriers between itself and the community. Due to this self-imposed containment, the area immediately surrounding it has yet to experience market pressure to redevelop. Revitalization efforts are certainly gaining in East Point, especially along its border with the site. Fort McPherson has the potential to be a catalyst for redevelopment in this area. Thus, there is an opportunity for current demographic/ economic numbers and the trends they represent, to change as continued development and redevelopment occurs in the greater Fort McPherson area.

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

Fort McPherson's capacity to create change in the immediate area is substantial. Hence, the redevelopment plan was viewed as becoming a significant factor in changing market dynamics in the area instead of viewing it as a typical property merely impacted by the market it is contained within.

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

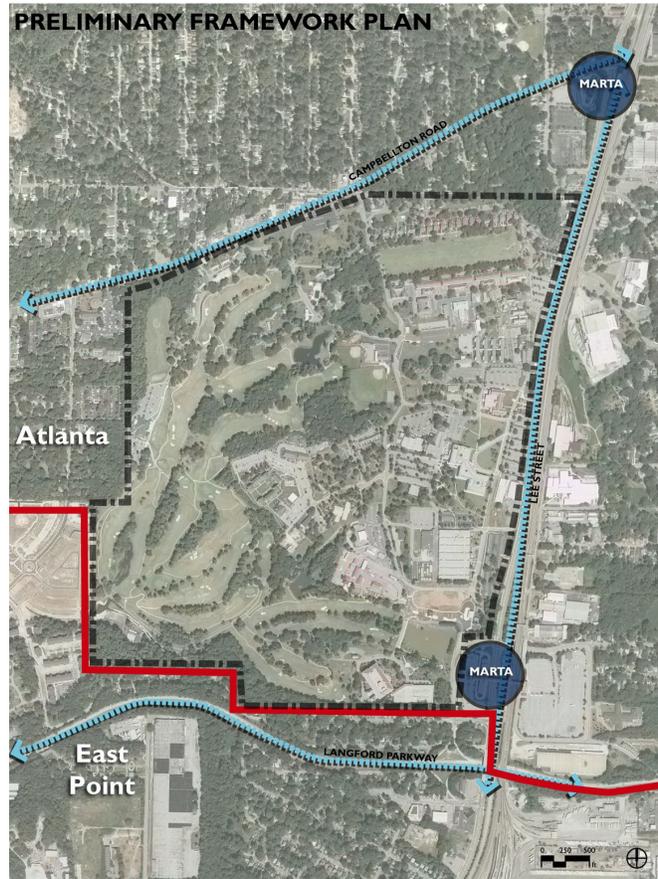


Figure 7-1. East Point - Atlanta boundary

Essentially, at the build-out of redevelopment, there will be a completely new market situation in the area. This is the basis for taking such an aggressive approach to potential market performance of this redevelopment plan instead of simply responding to what is currently occurring in the area today.

## **Scenario Assumptions: Office**

The plan calls for four million square feet of office space total, with 887,000 square feet in existing structures. Of the total, approximately 1.47 million square feet (37%) has been designated as research and development office space. Because there is not a significantly large and established market for commercial research and development space in Atlanta, it is difficult to determine an average annual demand for space. However, the bioscience park at Fort McPherson would be competing with other research parks nationally and internationally. The addition of 50,000 square feet of new research and development office space per year is a realistic market expectation based upon national research park comparables.

In addition, because of the importance of the bioscience facilities in attracting other office tenants to the project, a critical mass of this type of office space is needed to ensure the success of the project. Therefore, the plan assumes a total of 500,000 square feet of research and development (R&D) space built during the first three years of the project, and 50,000 square feet annually thereafter until build-out. This space would be like no other space available in metro Atlanta today in terms of a critical mass of true research and development space, including lab facilities. The initial half-million square feet of R&D space built out early in the project would likely need to be a public investment or a public/private venture to ensure success and attract more development. This represents a build-out of research and development office space in approximately **24 years**.

Approximately 2.18 million square feet, or 55% of the total built-out, has been designated as general office space. Approximately 35% of this space is reuse. The size and location of Fort McPherson and the early (and critical) development of the R&D component would most likely place it in competition with properties in the Downtown office submarket since similar product is not available in Southwest Atlanta. The downtown submarket has not experienced a "typical" absorption year since 2003: some years have had negative absorption while other years have been substantially above average. While this area is not subject to a predictable average annual demand for space, the addition of 250,000 square feet of administrative office space per year is a realistic market expectation based upon past trends.

This represents market growth of approximately one percent annually. Assuming a significant generator, such as the Bio-Medical campus, it is assumed that the Fort McPherson site could capture approximately 50% of this annual growth. This represents a build-out of administrative space in approximately **17 years**.

Approximately 294,916 square feet, or 7% of the total built-out, has been designated as medical office space. Approximately 25% of this space is reuse, including 74,551 square feet for the Veterans Administration (VA) clinic (not excess army property). The VA clinic could generate demand for medical office space, as tenants for this type of space tend to co-locate. Based on 2006 net absorption, it is assumed that the Downtown medical office submarket could absorb approximately 10,000 square feet per year. This represents market growth of approximately three percent annually. It is assumed that the Fort McPherson site could capture approximately 75% of this annual growth, assuming the early presence of the VA Clinic. This represents a build-out of medical office space in approximately **19 years**.

A special consideration is the amount of space that is located in smaller, historic buildings. These buildings were originally designed or converted for needs that may not meet the uses of current private sector office users. Even with conversions, some of these buildings still contain smaller footprints and limited areas for parking, especially in the historic district. Potential users of this space would be more likely to be Class C or specialized users of historic office space.

The plan assumes that several such buildings in the historic district will be converted to office uses. These spaces, totaling 52,990 square feet, are best suited to accommodate specialty office uses, such as administrative offices for cultural facilities. It is assumed that these buildings would be converted and absorbed in the first year of operation.

Average rental rates are based on a hybrid of existing rates in West Atlanta and Downtown. This is aggressive because it assumes that the Fort McPherson project will have created enough market demand to be able to attract Downtown rental rates, despite its location in a weaker West Atlanta market.

**Scenario Office Absorption Assumptions**

*Prepared by Market + Main, Inc.*

	R&D	Administrative	Medical	Other	Total
Total SF at build-out	1,470,468	2,181,761	294,916	52,990	4,000,000
% Reuse	0%	35%	25%	100%	22%
Average Annual Absorption	50,000	125,500	7,500	---	183,000
Years to build-out	24	17	19	1	24
Avg. Rental Rate					
Low	\$12.63	\$12.63	\$17.00	\$17.00	
High	\$19.67	\$19.67	\$19.00	\$19.00	

*Table 7-1. Scenario Office Absorption Assumptions*

Construction costs are based on metro Atlanta industry comparables compiled from local sources and are calculated using the following per square foot costs:

Office- new construction	\$175
Office- adaptive reuse	\$110
Office - R&D	\$330
Medical - new construction	\$275
Medical - adaptive reuse	\$225

*Table 7-2. Office costs per square foot*

Based on these assumptions, the office portion of this project is expected to generate between \$31.7 million and \$37.5 million in gross leasing revenue in year ten. Assumptions within a ten-year period are generally the most accurate and are generally accepted as an industry standard.

Based on current absorption rates, the office portion of this plan is not expected to reach full build-out at 24 years. Absorption could occur at a faster rate than the current submarket characteristics if market conditions were to change markedly over time or if a large office tenant were to use a significant amount of space. But, for the current submarket conditions, these assumptions are aggressive in terms of market capture.

This project will need to develop a critical mass early in the process. Because the development would be located within one of the poorest performing office submarkets in the metro Atlanta area, a development of this size would essentially need to create a new business market sector. This build-out would essentially double the size of the current West Atlanta submarket, so its character

and tenants would have a substantial impact on these market dynamics. However, without a critical mass of successful office product early in the project – hinging largely on the R&D component which necessitates significant public investment, residential and retail portions of the project are likely to absorb at a slower pace.

**Scenario Assumptions: Residential**

The plan calls for 4,600 residential units at build-out. Of the total, 3,220 units, or 70%, are assumed to be available for purchase (single-family detached, townhomes and condominiums). The remaining 1,380 units, or 30%, are assumed to be rental apartments. This ratio of owner-occupied and renter-occupied households assumes characteristics similar to metro Atlanta averages, as opposed to current local market characteristics. Of the for-purchase units, 82% are condominiums, 13% are townhomes, and 5% are single-family homes.

In order to determine the level of demand for residential products that the study area can support, some assumptions had to be made. The addition of 340 households annually within a three-mile radius of Fort McPherson was used. This is based on the combination of forecasts from Atlanta Regional Commission and Census-based projections. Using only new household growth as a market determination can produce conservative estimates, as demand also comes from turnover within the market. This means there are residents in the study area that might move into another location within the site, thus producing a new customer, but not a new household. This number also assumes that

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the Fort McPherson project would capture 100% of these households for the entire three-mile radius, an aggressive assumption.

Generally, sale of units would be slower in the early years of the project. However, the plan assumes a straight line annual absorption of units based on the total percentage at build-out, resulting in an average annual absorption of 17 single-family units, 45 townhomes, and 278 condominiums. This represents absorption of for-purchase units at approximately 10 years. This is a very aggressive growth rate, because new product in area is not performing at these levels currently. This is especially aggressive for condominiums, because to-date there have been no new condominium sales within a one-mile radius of Fort McPherson. All of these aggressive assumptions are based on the early, sizable anchor of unique R&D space.

Average sale prices in the low scenario are based on the 2006 average price of new homes sold within a one-mile radius of the site. Average sale prices in the high scenario are based on the 2006 average price of new homes sold in the Atlanta MSA.

The average apartment complex size constructed today is approximately 300 units. The plan assumes that one complex is built every three years until build-out. This represents a build-out

in approximately **13 years**. Average rental rates range from \$950 to \$1,200.

There is price differentiation within each product type, based on both location and affordable housing needs. Approximately 20% of all units are designated as affordable housing units. Affordable units for sale are priced between \$144,000 and \$155,000, while affordable units for rent are priced between \$808 and \$1,051 per month<sup>1</sup>. In addition, approximately 13% of units have been designated as premium priced, based on location. In this instance, premium locations are considered to be those units fronting and adjacent to park or green space. These units are priced at 120% of average price. There is also a 4% annual price appreciation assumption.

Construction costs are based on metro Atlanta industry comparables compiled from local sources and are calculated using the following per square foot costs:

<sup>1</sup> Affordable housing prices are based on the U.S. Department of Housing and Urban Development (HUD) assumption that annual housing costs are "affordable" if they do not exceed 30% of a family's annual income. The City of Atlanta Housing Opportunity Bond defines affordable workforce housing as rental housing that is affordable to residents whose income is no greater than 60% of the Atlanta Metropolitan Statistical Area median income or homeownership opportunities provided for persons whose incomes are no greater than 100% of the Atlanta Metropolitan Statistical Area (MSA) median income.

## Scenario Residential Absorption Assumptions

	Single Family	Townhomes	Condos <sup>1</sup>	Apartments
Units at Build-Out	148	382	2,374	1,696
Average Annual Absorption (units)	17	45	278	300 every 3 <sup>rd</sup> year
Years to Absorb	10	10	10	13
<b>Average Price</b>				
Low	\$228,679	\$150,336	\$181,991	\$950/month
High	\$300,955	\$232,107	\$253,275	\$1,200/month
<b>Premium Price</b>				
Low	\$274,415	\$180,403	\$218,389	\$1,140/month
High	\$361,146	\$278,528	\$303,930	\$1,440/month
<b>Affordable Price</b>				
Low	\$144,000	\$144,000	\$144,000	\$808/month
High	\$155,000	\$155,000	\$155,000	\$1,021/month

Table 7-3. Scenario Residential Absorption Assumptions

Prepared by Market + Main, Inc.

Single-Family	\$100
Townhouse	\$120
Condominium	\$170
Apartments	\$170

Table 7-4. Residential costs per square foot

Based on these assumptions, the market value of the residential portion of this project is expected to be between \$418.0 million and \$931.2 million in year ten. Assumptions within a ten-year period are generally the most accurate and are generally accepted as an industry standard. Based on current absorption rates, the residential portion of this project is not expected to reach full build-out for **13 years**. Absorption could occur at a faster rate than the current local market characteristics if market conditions were to change markedly over time. But, for the current local market conditions, these assumptions are aggressive in terms of market capture.

### Scenario Assumptions: Retail

The plan calls for 400,000 square feet of retail at build-out. Based on historical market growth in the area, the project is expected to absorb approximately 54,600 square feet in year one, growing two percent annually thereafter, a growth trend similar to that in Midtown. This represents a build-out of retail space in approximately 7 years. However, the construction and absorption of this retail space is dependent upon the build-out of residential components of this project, as retail generally follows rooftops.

Average rental rates range from a low of \$17.68 to a high of \$25.00 per square foot, based on existing rates in College Park and Downtown. Construction costs are based on metro Atlanta industry comparables compiled from local sources and are approximately \$175 per square foot.

Based on these assumptions, the retail portion of this project is expected to generate between \$5.4 million and \$10.5 million in gross leasing revenue in year ten. Based on current absorption rates, the retail portion of this project is not expected to reach full build-out in **7 years**. This is highly dependant upon the office and residential portions of this project absorbing at their assumed rates. Absorption could occur at a faster rate than the current submarket characteristics if market conditions were to change

markedly over time. But, for the current submarket conditions, these assumptions are aggressive in terms of market capture.

### Scenario Assumptions: Industrial

Significant industrial development is not likely on the Fort McPherson site due to its location, access, and more competitive sites within the submarket.

### 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 improved somewhat with an average occupancy rate of 75% and an average room rate of \$147.2

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.

2 PKF Consulting.

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

Table 7-5. Hotel occupancy and rates

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 site 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.

**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	\$70,000,000	
New People at Year 10	8,244 employees	12,022 residents	889 employees	
Annual Property Taxes <sup>1</sup>				
Low	\$343,718	\$6,954,798	\$90,358	\$85,542
High	\$514,814	\$15,489,739	\$175,413	\$100,007

Table 7-6. Scenario Summary of Impacts

Prepared by Market + Main, Inc.

**Development Summary**

In total, the project is expected to generate 15,261 jobs and \$7.3 billion annually in direct employment. The site should also create between \$7.4 million and \$16.2 million annually in property taxes. All of this impact is assuming a Bioscience Research Center will be located at this site and that public investment will be a significant catalyst to making this project happen. If this type of generator is not built, it would drastically affect annual absorption rates for all property types. In addition, public sector incentives would be needed to attract all types of development at this site in order to meet the absorption assumptions. Refer to table 7-6.

As mentioned in the Market Analysis Approach section (see appendix), 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. This is a unique and significant opportunity to catalyze redevelopment in this area of Southwest Atlanta and Northern East Point. 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. A significant driver of the assumptions contained in evaluating the market dynamics was the strong possibility of gaining significant public investment early in Fort McPherson’s redevelopment to serve as an anchor. This is the basis for taking such an aggressive approach to potential market performance of this redevelopment plan instead of simply responding to what is currently occurring in the area today.

## 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 comprehensive redevelopment scenario requires a specific strategy for the use of development incentives due to the programmatic uses contemplated. The final redevelopment scenario will require 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

Refer to figures 7-2 through 7-4 for example projects that have used successfully used incentives for redevelopment to implement some pieces of their plan. Table 7.7 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



Figure 7-2. Addison Circle



Figure 7-3. Atlantic Station



Figure 7-4. Fairlie Poplar

incentives which are individually designed to achieve specific outcomes and must be utilized in a concerted effort to encourage and leverage the additional private development capital required for the comprehensive planning vision implementation. The following uses and descriptions of incentives

**Redevelopment Critical Incentive Source Matrix**

	Sources	Incentive Type	Master Plan Use	Range of Potential Value
<b>A. BIOSCIENCE AND RESEARCH</b>				
1	Georgia Research Alliance	Competitive Grants for research driven economic development activities	New employment center and healthcare districts	To Be Determined
2	Georgia Venture Partners	Venture Capital investment fund for life science industry	Business operations and "seed" funding for bioscience related industries	\$100,000 - \$500,000 initial investment, \$1M per company maximum
<b>B. PHYSICAL INFRASTRUCTURE</b>				
1	Campbellton Road Tax Allocation District (TAD)	Public funding generated from increases in local ad valorem tax due to new development in designated "blighted" areas	Capital costs of new public infrastructure improvements required for redevelopment	Based on redevelopment program: \$208.5M to \$251.4M
2	Livable Centers Initiative (LCI)	Federal grant funding for transportation infrastructure related improvements	New pedestrian oriented streetscape improvements	80% of approved project costs
3	Federal Brownfield Grants and Loans	Funding for assessment and cleanup of environmentally compromised redevelopment sites	Identify and remediate potential environmental contaminates	To Be Determined
4	U.S. Dept. of Housing & Urban Development Brownfield Economic Development Initiative	Competitive grants and revolving loans for activities which increase economic development opportunities for low and moderate income populations	Identify and remediate potential environmental contaminates	Up to \$1M per award
5	U.S. Dept. of Transportation	Federal grant funding for transit related improvements designed to reduce vehicular traffic and air pollution	Planning and implementation of new public transit systems integrated with existing MARTA rail and planned streetcar systems	To Be Determined
6	PATH Foundation	Funding and construction of recreational multi-use trails	New greenway trails and bike paths	To Be Determined
7	Trust for Public Land	Funding for land conservation initiatives	New passive parks and greenspaces	To Be Determined

Table 7-7. Scenario Summary of Impacts

**Redevelopment Critical Incentive Source Matrix**

Sources	Incentive Type	Master Plan Use	Range of Potential Value	
<b>C. SUSTAINABLE ENERGY</b>				
1	U.S. Dept. of Energy	Competitive grants and cooperative agreements for activities which reduce dependence on nonrenewable fossil fuels	Integration of new energy efficient and conservation technologies in planned developments	To Be Determined
<b>D. RESIDENTIAL/ COMMERCIAL</b>				
1	Georgia Department of Community Affairs	Competitive awards of tax credits for low income rental housing and down payment assistance for first time low and moderate income homeowners	New affordable rental housing and affordable homeownership opportunities	To Be Determined
2	Urban Residential Finance Authority	Allocation of tax exempt bond funds for development of new and rehab affordable rental housing. Down payment assistance for first time low and moderate income homeowners	New affordable rental housing and affordable homeownership opportunities	To Be Determined
3	Georgia Department of Natural Resources	Tax credit for qualifying rehabilitation of historic properties	Rehabilitation of 40 existing historic structures and adaptive use	To Be Determined
4	National Trust for Historic Preservation	Loans for historic rehabilitation project construction costs	Rehabilitation of 40 existing historic structures and adaptive use	To Be Determined
5	New Markets Tax Credit Program	Tax credit for qualifying new commercial development investments in designated low income communities	New commercial development such as neighborhood serving retail centers and office development which promotes job growth	To Be Determined
6	Atlanta Renewal Community, Inc.	Tax Credit benefits for private investment in new business creation located in or employing residents of targeted areas	New commercial development such as neighborhood serving retail centers and office development which promotes job growth	To Be Determined

7. Economic Impact

**2007 Ft. 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

Table 7-8. 2007 Ft. McPherson TAD Potential Summary

are appropriate to the corresponding planned uses Fort McPherson redevelopment activities.

Tax Allocation District (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.

**Incentive Action Plan**

An aggressive five-year plan of action must be initiated upon the adoption of the Fort McPherson Redevelopment Plan to assure its successful implementation. 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.

Table 7-9. 2007 Ft. McPherson Estimated Infrastructure Costs Summary

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

Source: URS Corporation. Demolition costs not included

The estimated \$70 million of infrastructure costs identified above can be fully funded by the Campbellton Road TAD, which is estimated to generate proceeds that are related only to the redevelopment of Fort McPherson ranging from \$198 million to \$251 million (these are 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.

**Notes:**

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.

**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		
<b>Total Costs</b>		<b>\$231 - \$255</b>	<b>\$123</b>	<b>\$117 - \$127</b>	

Table 7-8. 2007 Ft. McPherson TAD Potential Summary

**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.

**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 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.

## Conclusion

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. The Homeless Assistance Component of this plan would also help the city move forward towards one of its high priority goals of ending homelessness in Atlanta and surrounding areas.

## Footnotes

1. There were no condominiums sold within a one-mile radius of Fort McPherson in 2006. Therefore, the average price of a condominium within a three-mile radius was used.
2. Low annual property taxes assume Bioscience space is 100% state-owned. High annual property taxes assumes Bioscience space is 50% state-owned.

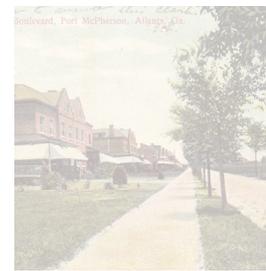
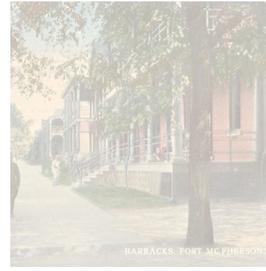




Figure 8-1 Perspective Rendering of Proposed Fort McPherson Redevelopment

## Summary

In 2005 when the United States Congress approved the Base Realignment and Closure (BRAC) act for closing Fort McPherson, there was a great deal of apprehension and concern within the community regarding the loss of jobs and revenue for local businesses. There was also a great deal of interest in what would be the character and potential of the new development and what would be the process of redevelopment planning.

City of Atlanta Mayor Franklin established the McPherson Planning and Local Redevelopment Authority (MPLRA) with representatives from various interest areas that formed the Board and charged them with the task of the reuse plan. MPLRA immediately started work to establish the vision and the mission for the LRA. This was done through a collaborative process by involving the various stakeholders over an intense 90-day phase 1 study process. The public participation during this process included speaking engagements to the public and civic organizations, a workshop for residents of council district 12, updates to the city council and Fulton County Board of Commissioners, numerous briefings to citizens, jurisdictions, elected officials and Neighborhood Planning Units (NPU).

The vision, mission and guiding principles for redevelopment formed the back bone of the reuse plan which was developed during phase 2 study process. This involved much more extensive public participation involving the residents of communities around the Fort McPherson, in the City of Atlanta and the City of East Point. After a brief period of analyzing existing information regarding physical, environmental, economic and traffic conditions in and around the site, the community met for the first public meeting which sought to gather public opinion on the major themes for the reuse plan. These themes were captured in three redevelopment scenarios: the 'new neighborhood' scenario, the 'employment generator' scenario and the 'regional destination' scenario. Based on the feedback received on the three scenarios during the second public meeting, the planning team combined the dominant ideas preferred by the community into a 'Preferred Plan'. This plan was again presented back to the community for their comments and they supported the plan and most

of its ideas. They provided further feedback on the character of development, densities in various districts and heights of buildings as they relate to the surrounding areas. The process of seeking input from the community continued from January into May through a series of meetings at venues close to the site. Through the four public meetings, during two charrettes, 40 hours of office hour meetings, and various local community and NPU meetings, it was evident that Fort McPherson not only holds true potential for improving the quality of life for the communities around the site but also the real possibility of making it a nationally renowned/ world class destination.

The preliminary Framework Plan provides a framework for achieving the vision and aspiration of the stakeholders and the community at large. Beyond the submission of the plan to the Army and HUD, the process shaping the redevelopment of Fort McPherson will continue to move forward. Following the army's disposition decision for the property, public and/or private developers will have an opportunity to participate in this process. Once again, as and when parts of the property become available for zoning, public input will be sought through the City of Atlanta's zoning process.

**BRAC Closure Timeline**

Nov 9, 2005	Congress approves BRAC List
Dec 7, 2005	McPherson Planning and Local Redevelopment Authority (MPLRA) recognized by Office of Economic Adjustment (OEA).
Jan, 2006	Begin DOD/Federal screening (6 months)
May 9, 2006	DOD/Federal Screening complete Excess personal property identified Surplus real property
Jun, 2006 to Sep, 2007	LRA homeless outreach & Public Benefit Conveyance(PBC) property interests (3-6 months)
Sep 20, 2007	Deadline for submission of Application & Reuse Plan to HUD and US Army
Sep, 2007 to Jan, 2008	HUD reviews reuse plan for homeless accomodation (60 or up to 180 days if it needs).
Jul/Oct, 2008	US Army completes property disposal National Environmental Policy Act (NEPA) document.
Aug/Nov, 2008	Military Department issues Property Disposal Record of Decision (ROD)
Sep 14, 2011	BRAC 2005 Completed

Figure 8-2 Timeline for BRAC Process

**The Appendix is a separate document  
available with MPLRA.**

8. Summary

9. Appendix





