

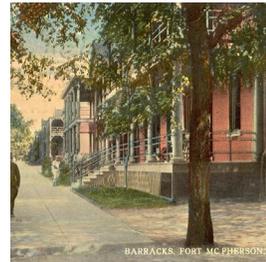


Fort McPherson Outreach and Landuse Plan

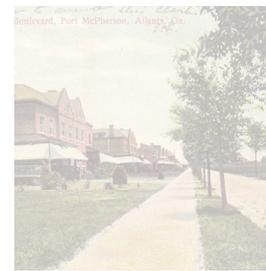
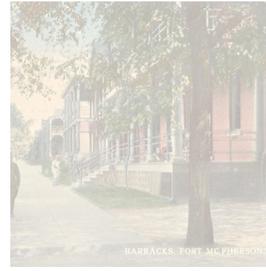
September 2007

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**The Appendix is available as a separate document only.*



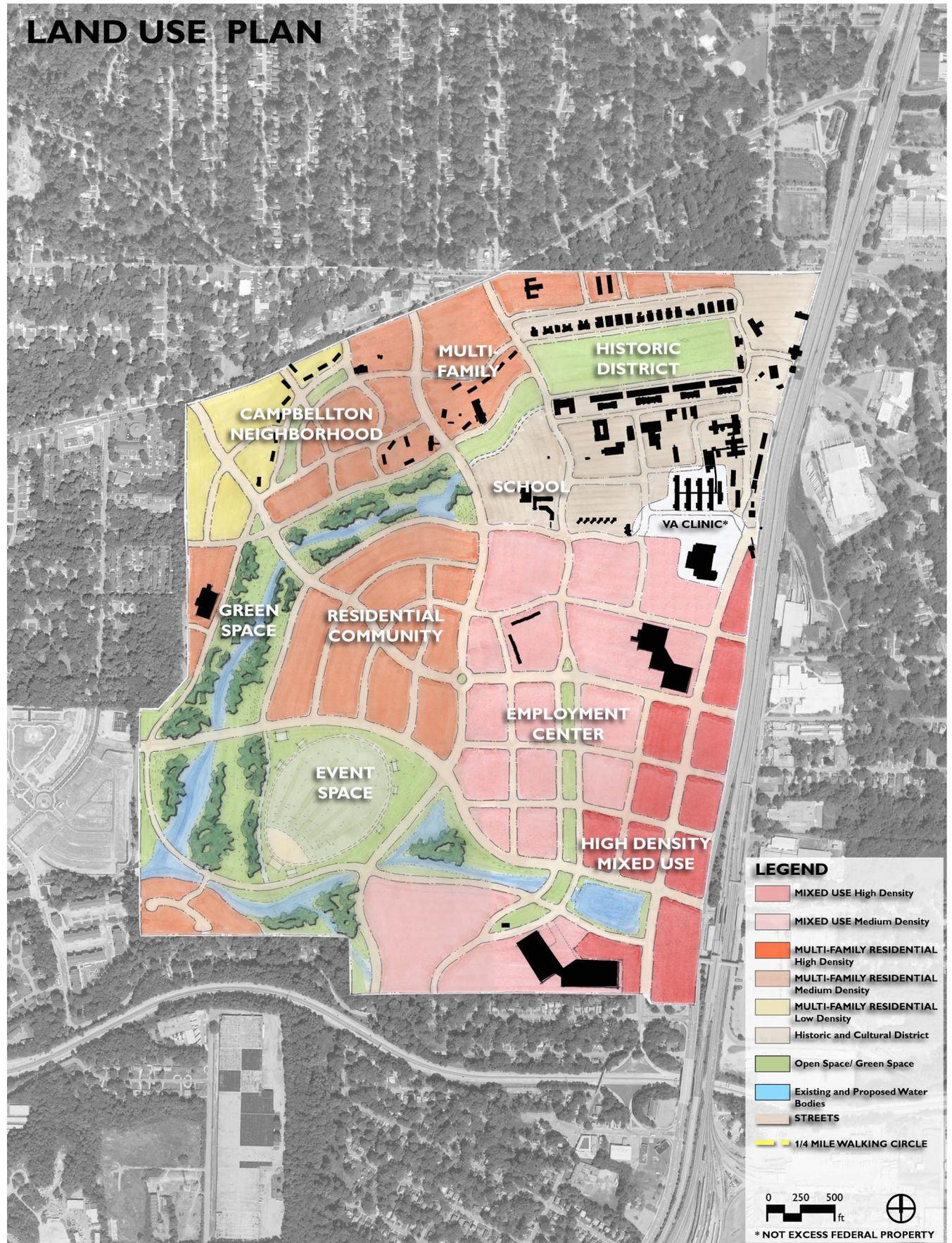


Figure 1. Proposed Land Use Plan



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September 5, 2007

Dear Reader:

Since its creation on December 14, 2005 the McPherson Planning Local Redevelopment Authority ("MPLRA") has been actively pursuing its mission to identify the needs and wishes of the stakeholder communities and prepare a comprehensive land use plan for Fort McPherson. Community outreach was a critical component of this mission. Through an outreach strategy that involved engaging community members and stakeholders in the development of the Reuse Plan, the MPLRA was able to provide the public with early, ongoing and meaningful opportunities for involvement in the planning process and timely contact was maintained with government agencies and other key stakeholders.

Our first step was to establish a vision to "transform Fort McPherson and the surrounding neighborhoods into a nationally acclaimed, world class thriving community where people work, live, learn and play." To keep us on the path towards that vision, we defined a set of guiding principles that were strictly followed throughout the planning process. The Reuse Plan would be guided by market realities, be adaptable to changing conditions, generate a variety of jobs, establish mixed-income neighborhoods and economically uplift surrounding communities. Other principles guided us to honor the history of the site, promote green space and generally promote our work, live, learn and play vision.

This plan forms the framework for achieving the vision of the MPLRA and the aspirations of the stakeholder communities. It will be submitted to HUD and the U. S. Army on behalf of the citizens of Georgia as a part of the overall HUD Application.

I offer my heartfelt thanks to the members of the MPLRA Board, our volunteer Advisory Committees, civic and government leaders and the citizens of each community that participated in this process.

With kindest regards,

A handwritten signature in black ink, appearing to read "Felker W. Ward, Jr.", written over a horizontal line.

Felker W. Ward, Jr.
Chairman

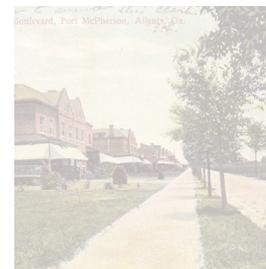




Figure 2-1. Pathway in front of Hospital

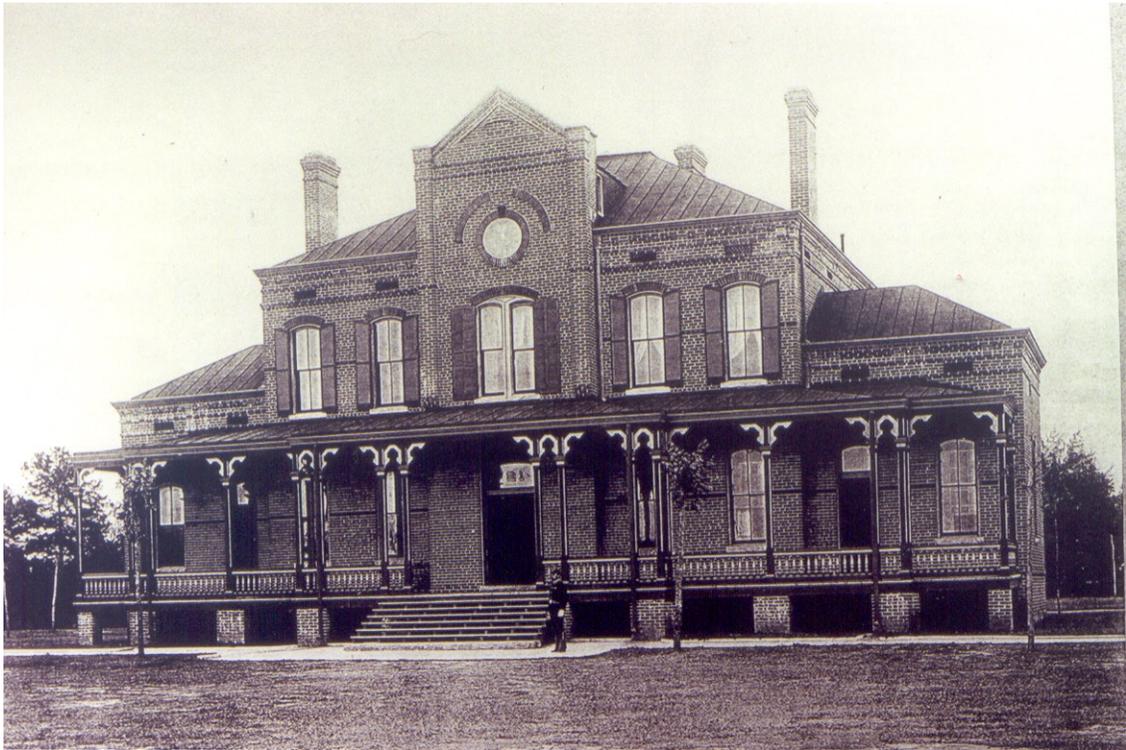


Figure 2-2. Early Picture of Post Headquarters

History and Location

History of the Site

Fort McPherson, a 488-acre military facility located in Southwest Atlanta, Georgia, became the first permanent Army installation in the Southeast on May 4, 1889. It is named in honor of Major General James Birdseye McPherson, a Union army general killed near the post during the Battle of Atlanta on July 22, 1864. Through its century of service to the country, the post was used as a general hospital during World Wars I and II, a prisoner of war camp, a training area for the Civilian Conservation Corps and a separation center.

Today, historic Fort McPherson is home to Headquarters, U.S. Army Forces Command, Third U.S. Army and the U.S. Army Reserve Command. The historic district of the post sits on 108 acres of land.⁺ The 40 buildings that comprise the historic district are listed on the National Register of Historic Places. The property has 71* acres (15%) dedicated to administrative use, 58* acres (12%) of family housing and an 18-hole golf course (approx 206* acres). The base has approximately 2,334,267⁺ square feet of Army owned building space including 102 family units. Utilities serving the property are not privatized.*

Current Status

The 2005 BRAC Commission selected Fort McPherson for closure by 2011. It is viewed by both the community and the Army as a unique and significant redevelopment opportunity for the region. The MPLRA (McPherson Planning Local Redevelopment Authority) was established to lead the reuse planning process.

For Phase 1, MPLRA set out to establish the early vision and guiding principles for the new development with a 90-day visioning process involving various stakeholders. This resulted in the Vision, Mission and Guiding Principles that formed the backbone for this Phase 2 outreach and reuse planning study.

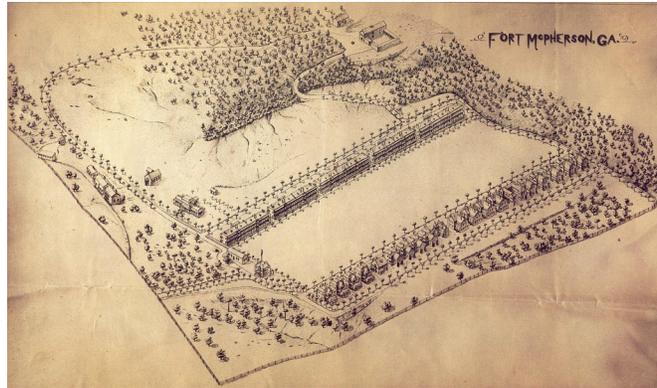


Figure 2-3. Aerial drawing, circa 1890



Figure 2-4. Old Lee Street Gate

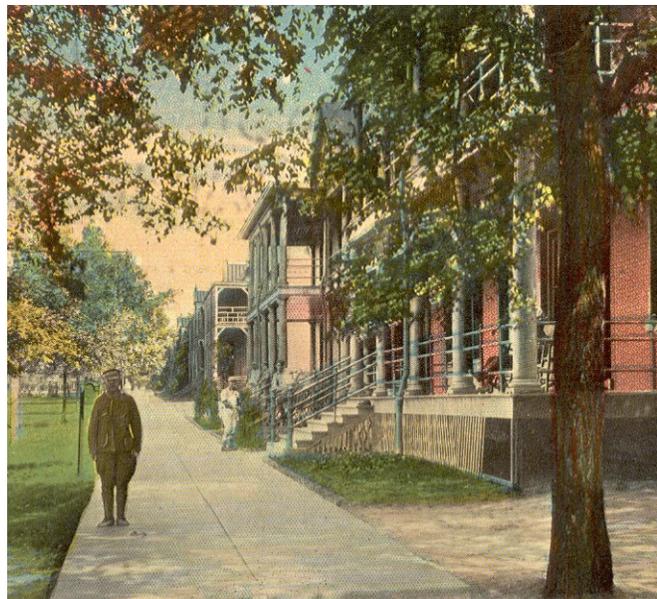


Figure 2-5. Early postcard

⁺Source: US Army Site Assessment Report dated May 2, 2006

* Source: US Army ECP Report dated Jan 25, 2007.

Location in Atlanta

Fort McPherson has the benefit of being in close proximity to two MARTA transit stations, Hartsfield-Jackson Atlanta International Airport, Downtown Atlanta, and numerous higher education and health facilities. It is also close to several landmarks such as HiFi Buys Amphitheater and Turner Field,

MARTA/ Transit Connectivity

The two MARTA transit stations that serve the surrounding neighborhoods are Lakewood/ Ft. McPherson Station at the SE corner and Oakland City Station in the NE corner. This neighboring area is also served by a number of bus routes.

Future transit plans for Atlanta include the “Beltline” and “Peachtree Corridor”. The proposed “BeltLine”, a 22-mile transit loop that will circle the city of Atlanta, will run parallel to the Northern boundary within a mile of the site. “Peachtree Corridor”, a streetcar line running from Buckhead to Fort McPherson along Atlanta’s signature spine, Peachtree Street, will terminate at the Lakewood/ Ft. McPherson MARTA station. Another proposed transit line is the “Brain Train”, which would run from Athens (in the North) to Lovejoy (in the South) and would connect higher education institutions in the region.

Airport/ Downtown Atlanta

Fort McPherson is located centrally between Downtown Atlanta and Hartsfield-Jackson Atlanta International Airport (HJAIA). Hartsfield-Jackson is the world’s busiest airport*, and serves regional, national and international passengers by acting as a gateway to the Southeast. Downtown Atlanta, often noted as the capital of the Southeast, is a rapidly developing metropolis, home to international corporate headquarters of numerous Fortune 500 companies and world renown academic and research institutions. Sitting directly between HJAIA and Downtown, Fort McPherson is less than five miles to either location. Situated along the MARTA line it is less than a 15 minute train ride.

*Source: HJAIA site atlanta-airport.com

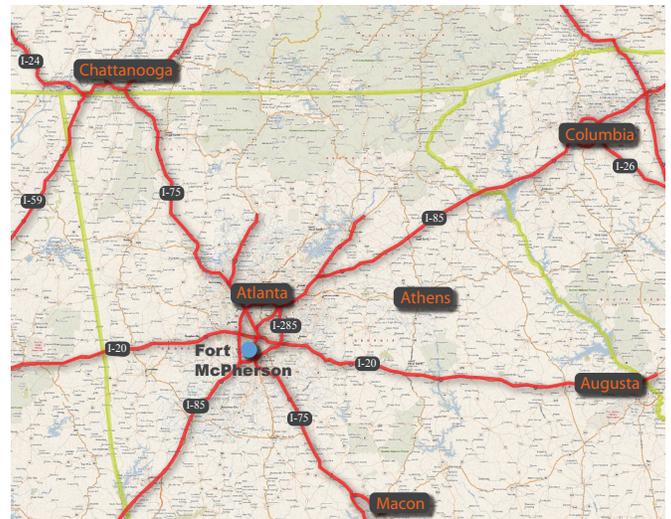


Figure 2-6. Metro Atlanta Region

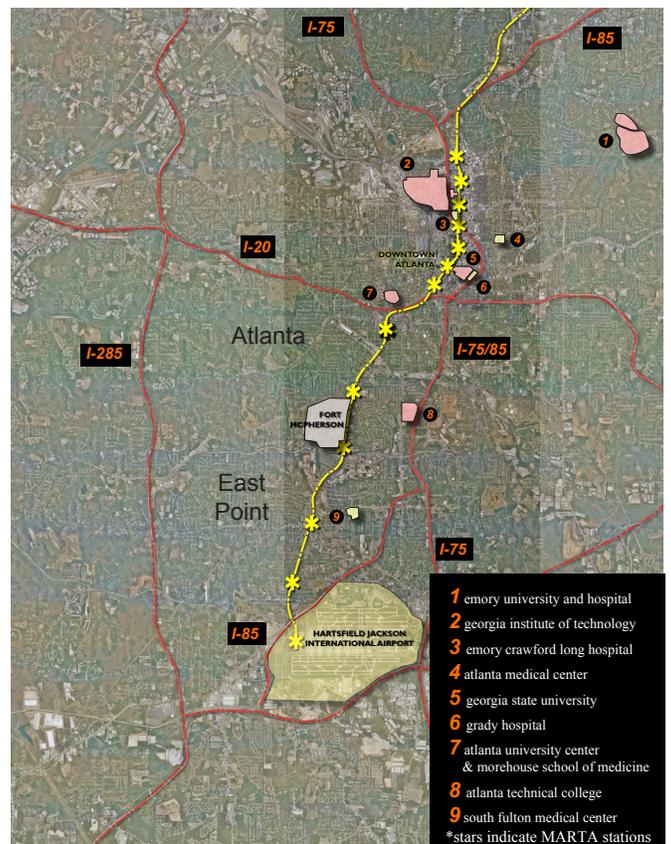


Figure 2-7. Higher Education and Health Institutions

Higher Education and Health Institutions

Fort McPherson has the benefit of being close to several higher education and health institutions associated with health and research development. These institutions include:

Emory University and Hospital, Georgia Institute of Technology, Emory Crawford Long Hospital, Atlanta Medical Center, Georgia State University, Grady Hospital, Atlanta University Center & Morehouse School of Medicine, and Atlanta Technical College. (Figure 2-7)

Neighborhoods and NPUs

Contained within NPU S and immediately adjacent to NPU X & R of City of Atlanta and Wards A and B of City of East Point, Fort McPherson is surrounded by several historic neighborhoods, including Oakland City to the North and Sylvan Hills to the East. Immediately to the South is the City of East Point, and Greenbriar Mall is just a 4.5 miles to the west on Campbellton Road. (Figure 2-8)

Current Redevelopment Projects

There have been several planning efforts in the communities surrounding the site in recent years. (Figure 2-9 and 2-10)

Transportation Issues and

- The Peachtree Corridor Task Force (2007) – identifies a series of projects for the Peachtree corridor, including construction of a street car line which would terminate at Fort McPherson.
- The Campbellton-Cascade Corridor Studies (2006) – defines projects and recommendations intended to revitalize these corridors, including new connections to Fort McPherson, establishing a Utoy Creek greenway, and creating a neighborhood retail center at the Northern edge of the site.
- The City of East Point LCI (2006) – provided land use and transportation recommendations and identified potential development opportunities, including the redevelopment of the Lawrence Street District brownfield site, which is immediately South of Fort McPherson across Langford Parkway.

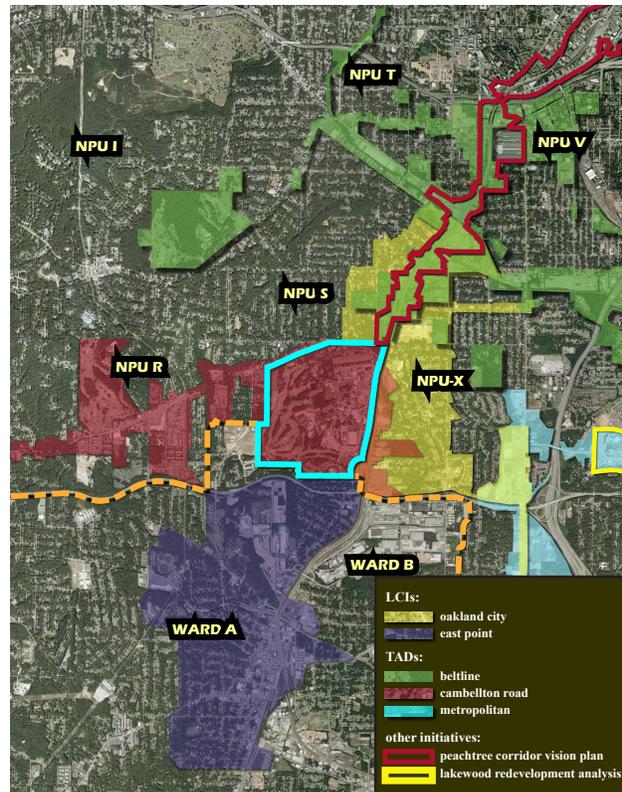


Figure 2-8. Planning Context: NPUs

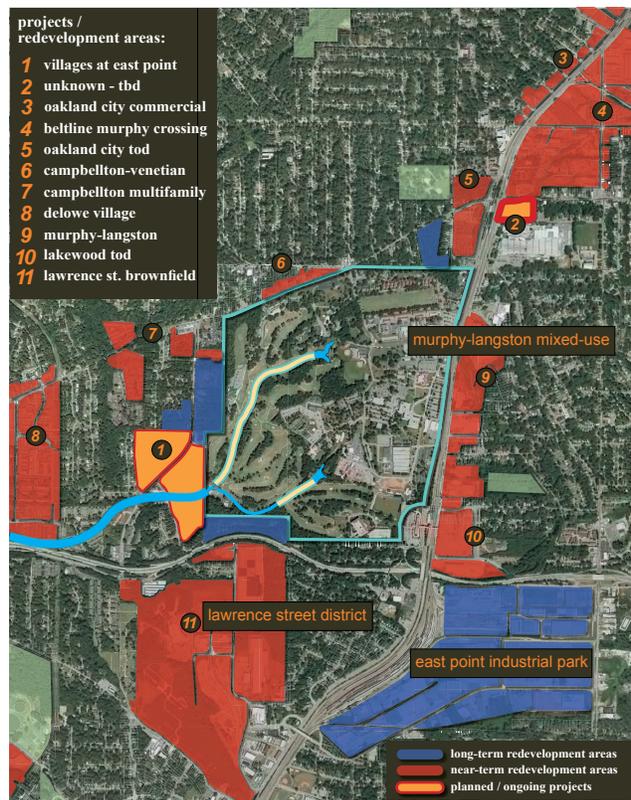


Figure 2-9. Redevelopment Landscape

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- The Oakland City/Lakewood LCI (2005) - identifies redevelopment opportunities around the Oakland City and Lakewood/Fort McPherson MARTA stations on the Eastern edge of the Fort McPherson site, establishing a pattern of mixed-use centers and transit oriented development.
- The NPU-S Comprehensive Plan (2005) – outlines a specific set of neighborhood revitalization, land use, transportation, and open space projects throughout the NPU's in which Fort McPherson is located.
- The BeltLine Redevelopment Plan (2005) - outlines the wide range of redevelopment opportunities associated with the proposed 22-mile BeltLine transit and greenway corridor, which comes within a mile of the Northeast corner of Fort McPherson.
- The New Century Economic Development Plan for the City of Atlanta (2004) - lays out a city-wide economic development strategy with a key goal to increase economic vitality in underserved areas such as Southwest Atlanta. The Campbellton Road corridor, which forms the Northern boundary of the Fort, is one of six Development Priority Areas identified city-wide.

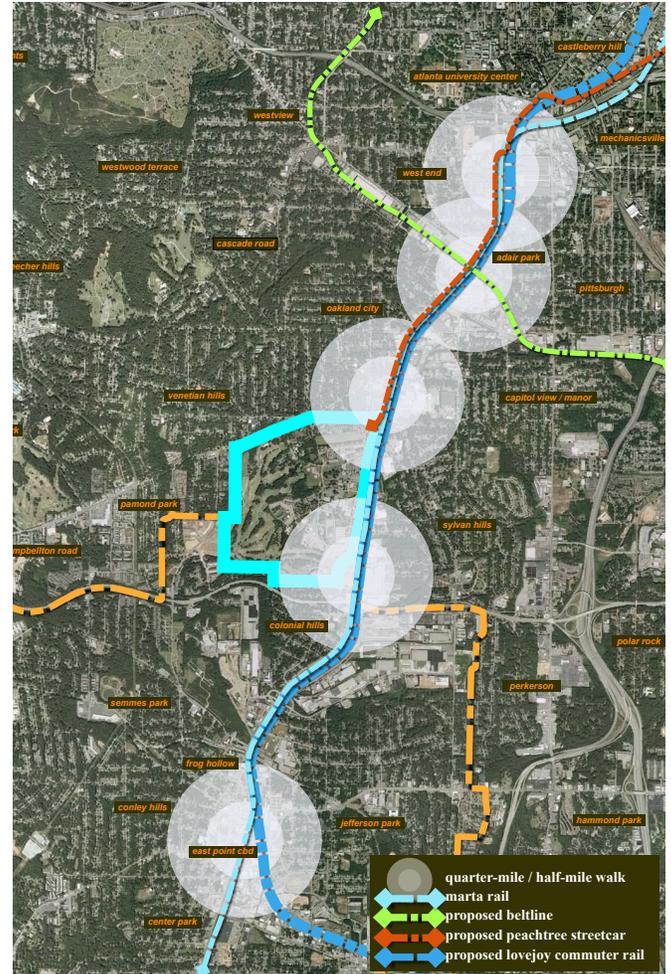


Figure 2-10. Neighborhoods, MARTA Stations, and proposed transit lines

Existing Conditions

Site and Existing Conditions

The Fort McPherson site is comprised of 488 acres of land located in southwest Atlanta. Only a small percentage of the land area is currently developed: there is over 220 acres of dedicated recreation space, primarily an 18 hole golf course on the western half of the site. Two existing waterways which feed into the Utoy Creek were piped when the golf course was developed, which has caused some serious flooding issues in recent years. A virtual mini-community exists on the eastern portion of the site, where not only Army training and administrative programs are housed, but all aspects of a self-sustained community exist as well. This includes a bank, convenience store, housing,

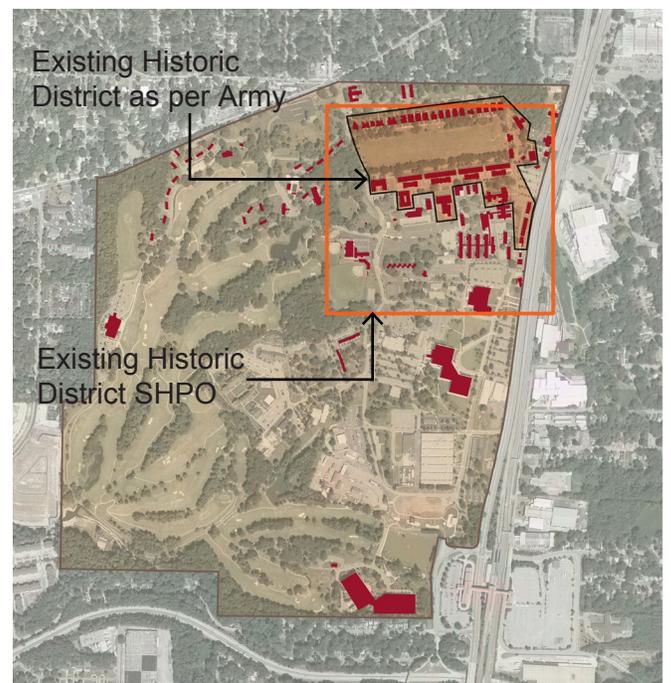


Figure 2-11. Existing Historic Boundaries

recreation, health services, offices, and various other elements. These buildings are non-adjacent and are of a fairly low-density.

The majority of the site slopes to the Southwest corner, and while there is some interesting topography present, very little of the site is un-buildable due to slopes greater than 15% (figure 2-12). Due to the largely undeveloped site, gently rolling topography, existing old tree canopy, and several retention ponds the site has a somewhat bucolic feel, particularly on the Western half (figure 2-13).

The Northeast corner of the site is the location of the Historic District, which dates back to the late 1800's and includes "Staff Row", the original barracks, and the historic Parade Ground along with several other historic buildings, most of which are currently on the National Register. Other architecturally important buildings throughout the site include the FORSCOM building, a concrete central-atrium modernist building built in the 70's; the original gymnasium building, a typical frame construction building from the world war II period; and the USARC (US Army Reserve Command) building, a Class A office building that was completed in 1997.

Currently, there is limited circulation network in place, with primary concentration being on the Eastern half of the site (where the majority of development exists); a loop road which circles the golf course serves as the circulation route for the Western half of the site and there is very limited connection to the surrounding communities (figure 2-14).



Figure 2-12. Site Buildability Analysis



Figure 2-13. Existing Open Space



Figure 2-14. Road access

Constraints

While the opportunity to create a new community within the City of Atlanta on such a large, transit-served site is indeed unique, this site does have some physical challenges that will have to be overcome.

Lee Street

Lee Street is a five lane road that serves as the eastern boundary of Fort McPherson. While no traffic counts are readily available for this facility, numerous observations by both the team and local residents suggested that adequate vehicle capacity is available along this street.

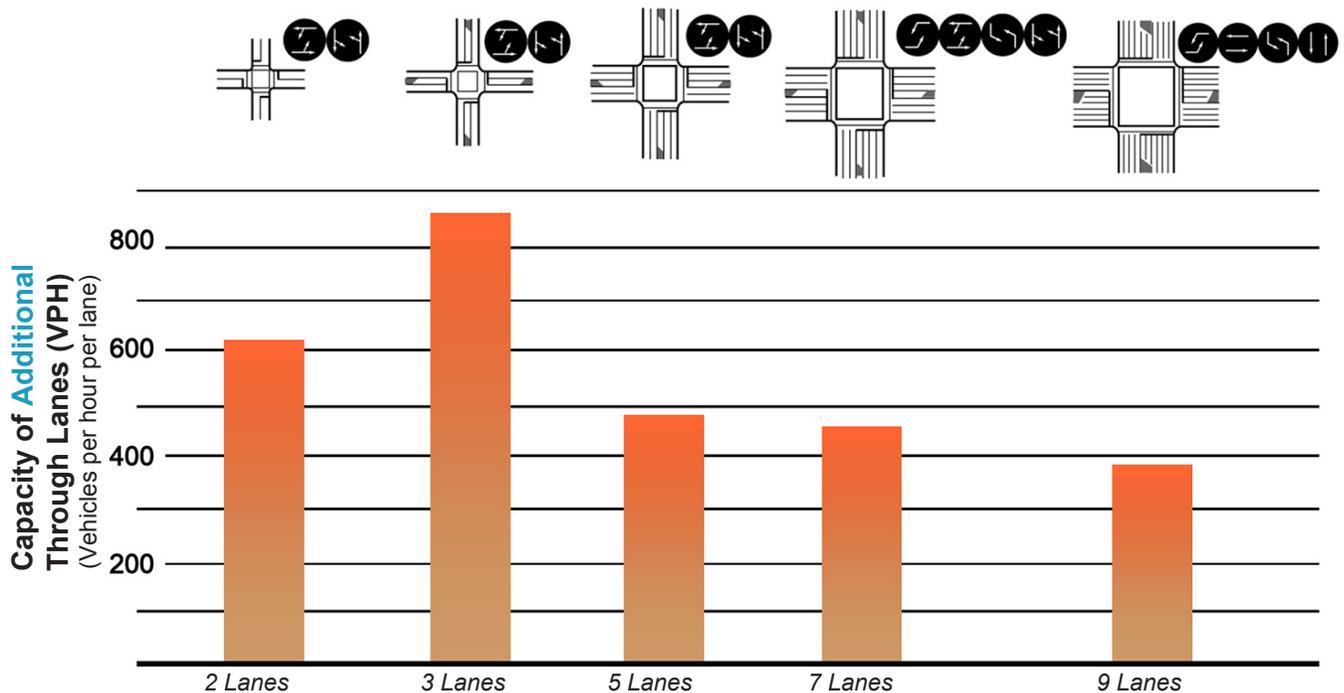


Figure 2-15. Surface Street Planning Capacity

Surrounding Street Network

Even though Fort McPherson is extremely well-served by mass transit, it is likely that the majority of trips to and from the site will continue to be made by automobile. It is therefore important to understand the availability and shortcomings of the surrounding network. As a framework for this discussion it is useful to consider some basic technical considerations in planning for road capacity. Generally speaking, a limited access highway facility can be expected to carry around 1800 vehicles per hour/per lane. Figure 2-15 illustrates the general capacity for surface streets of various types (2 lane, 3 lane, etc.).

Stanton Road

Stanton Road is a North-South street just west of the Fort McPherson property. While it is not currently accessible from the site, it does provide a second access point to Langford Parkway via Campbellton Road. This street has a one lane roundabout as an intersection control device which, combined with its 2 lane cross section, could be expected to provide an hourly vehicle capacity of about 1200 vehicles. Currently about half of this capacity is used.

Astor Avenue/Sylvan Road

Astor Avenue provides an East-West crossing of the rail lines along the eastern edge of Fort McPherson. This street leads to Sylvan Road which has an interchange with Langford Parkway.

Campbellton Road

This street ranges from 5 lanes in width west of Fort McPherson to 2 and 3 lanes in width along the Fort’s northern frontage. This section of Campbellton Road separates Fort McPherson from the predominantly single family neighborhoods to the North. This two to three lane section could be expected to have a vehicle capacity of 1200 to 1700 vehicles per hour. However, existing traffic volumes on the street allows capacity for about 400 additional vehicles in either direction. As it extends West, Campbellton Road provides access to I-285.



Figure 2-17. Campbellton Road along the northern boundary of the site

Langford Parkway

This four lane, limited-access highway runs along the Southern edge of Fort McPherson. While this facility provides perhaps the most significant access point, it also serves as a barrier separating the site from East Point and other areas to the South. The exit from Langford Parkway to the Fort is also unconventional and constrained in capacity. Access to or from the Eastbound direction of Langford Parkway requires drivers to access Lee Street and make a series of turns as illustrated in Figure 2-16. While the four lanes of Langford Parkway itself could, in theory, provide up to 7000 vehicles per hour of capacity, the traffic already on the facility leaves room for about 1500 more vehicles.

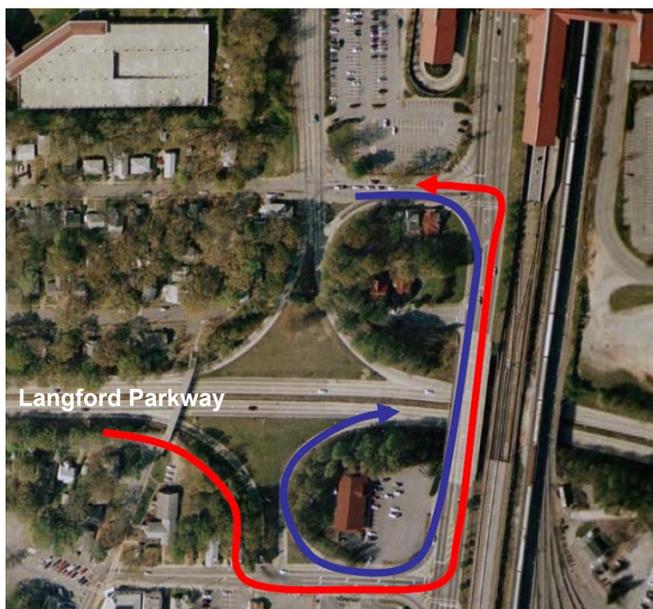


Figure 2-16. Access to Eastbound Langford Parkway

Access to Transit (Walking)

One of the significant opportunities presented by the planned redevelopment of Fort McPherson is its excellent access to transit. Not only is the Lakewood/Fort McPherson MARTA rail station positioned at the Southeast corner of the site; the Oakland City MARTA rail station is within ¼ mile of the Northeastern boundary of the site. The area is also well served by MARTA bus service, and there has been preliminary discussion of the possibility of an extension of a future Peachtree Streetcar line Southward to Fort McPherson. Success in this regard will entail, among other things, the creation of a true walking environment.

The current walking conditions to access the existing rail transit stations will need to be improved in a number of regards if this vision is to come to fruition. Currently pedestrian access to the Lakewood/Fort McPherson is via a pedestrian bridge over Lee Street which is too wide and along which vehicles drive too fast for it to be considered pedestrian friendly. While this pedestrian bridge does bypass this street barrier, it adds stairs and distance to pedestrian trips. Upon exiting the pedestrian bridge structure, transit riders are required to cross a surface parking lot and/or a series of automobile oriented streets before entering Ft. McPherson property. Once inside the gates, there is no real pedestrian scale network of streets that would be typical of an urban transit environment. If transit it to be truly viable at this station, most of these conditions will need to be improved.

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Likewise, while the site is in proximity of the Oakland City rail station, it is not particularly accessible. Once again, the crossing of Lee Street is separated (a tunnel) and the pedestrian is left in a parking lot. Currently a pedestrian would have to walk another 3000 feet to get to the first potential entrance to Ft. McPherson and another 500 feet or so to get to the first building. Along much of this stretch there is missing or substandard sidewalk and virtually no activity that makes this route feel viable to the average pedestrian. This 'trek' of nearly one mile is unlikely to be considered convenient or attractive by most potential transit users, therefore some physical changes will be required if this station is to be utilized effectively.

North – Campbellton Road along the Northern edge of the site is only a two to three lane street. Across from Fort McPherson is a well-connected grid of neighborhood streets leading in all directions. Provided the width of this street is not increased, it has the potential to be a connector rather than a barrier on this Northern edge of the site.

Barriers and Edge Effects

East - Throughout the public outreach process there was much excitement about "taking down the walls" and integrating Fort McPherson into the life of the community and the city. These walls are both literal and figurative. Even after the walls are dismantled, real barriers will still be present and must be addressed. On the Eastern edge of the Fort two barriers are present. Lee Street is a wide, fast and potentially dangerous street to ask pedestrians to use. Some significant improvements to this barrier would be needed to encourage pedestrians to walk along or across this barrier. Once across, the rail corridor presents an even more challenging barrier. The rail infrastructure currently precludes any connections between Astor Avenue and Campbellton Road; a stretch of over 1.2 miles. This is the longest uncrossable stretch of tracks between downtown and I-20.

South – Langford Parkway runs along the entire southern edge of the site. Currently vehicles can cross this barrier only along Lee Street, and Stanton Road to the West and pedestrians can cross at a pedestrian bridge just West of Lee Street. The infrequency of crossing opportunities and the distance (for pedestrians) are significant obstacles to overcome.

West – The site is not currently connected to the street network (particularly Stanton Road) to the West. West of Stanton Road the streets are not well connected and are more suburban than urban in form.

Environment/Infrastructure

Environmental Conditions

The property is roughly rectangular in shape with 253 buildings and structures. Land use within 1/4 mile is residential interspersed with zones of light industry interspersed. The property is bounded by residential areas to the North (Oakland City), East (Lakewood), and West. Mixed residential and industrial areas lie immediately South of the property.

Fort McPherson is used in much the same way as the surrounding communities. The cantonment is broken down into administrative areas, recreation areas, family housing areas, and a small industrial area. From the Spanish-American War until the end of WWII, Fort McPherson's primary missions were the provision of medical services, the processing and training of soldiers and conducting supply and equipment maintenance operations. Since WWII, the base's primary function has shifted towards command and control activities.

The property is drained by the headwaters of the South Utoy Creek, which flows in the Chattahoochee River. The two branches of this drainage way are known as big Utoy Creek and Little Utoy Creek. The existing land use per the Fort McPherson Integrated Natural Resources Management Plan is (table 2-1);

Biological and Cultural Resources

Since the site lies within the Atlanta area and is largely maintained as a lawn or park-like setting, wildlife is minimal. No threatened or endangered species have been sighted or known to inhabit the site. The common tree species on the site include:

- Loblolly pine (*Genus Pinus taeda*)
- Short-leaf pine (*Genus Pinus echinata*)
- White oak (*Genus Quercus alba*)
- Southern red oak (*Genus Quercus falcata*)
- Black oak (*Genus Quercus velutina*)
- Sweet gum (*Genus Liquidambar styraciflua*)
- Tulip tree (*Genus Liriodendron tulipifera*)

Black cherry, flowering dogwood, sassafras and sourwood are common understory species. The availability and diversity of habitats on the property are limiting factors which control the variety and abundance of birds, mammals, and herpetofauna present.

The following is a summary of the currently identified historical buildings and structures on the property:

One listed National Register district – 41 buildings
 One building listed individually – Building 532
 Twenty-six (26) additional buildings and/ or structures were determined eligible by Georgia State Historic Preservation Office – Building 22 is currently under dispute (whether it belongs on the National Register).

Existing Land Use Allocations		
Category	Approximate Acreage	Percent of Total
Administration	71	15
Community	51	10
Family Housing	58	12
Medical	38	8
Recreation	206	42
Research A& Development	61	12
Training	3	1
Total	488	100

Source: US Army ECP report dated Jan 25, 2007.

Table 2 - 1

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The following is a list of currently identified archeological resources found on the property:

- One site, lithic scatter and historic ceramic scatter - not eligible
- One isolated find - not eligible

Installation Utilities (figure 2-17)

The current water supply system was installed in 1992-1993. Half of Fort McPherson's water is supplied from the city of Atlanta and half from the City of East Point. Water enters through either a 10-inch or 12-inch line at either the Walker gate or the Lee street gate. There is a 200,000-gallon ground storage tank and an elevated 200,000-gallon steel storage tank located near Patton Gate. Most of the distribution system consists of 4, 6, 8, and 10 inch cast iron pipe. The water supply system is adequate for future development.

The sanitary sewer system is primarily domestic sewage. Sewage is discharged to the city of Atlanta sanitary sewer system and treated in a city-owned treatment plant. The sanitary sewer collection system consists mostly of 6 and 8 inch polybutylene pipes. The system is adequate for the existing uses, but will require extensive upgrade to meet future development including offsite upgrades.

The stormwater collection system is a separate system that drains untreated stormwater runoff to Utoy Creek. The system is fairly adequate for the existing development except during heavy storms. Heavy storm events that produce over ½" of precipitation during a 24-hour event produce overflows into the sanitary system and also flood the road that passes through the golf course in the Southwest portion of the base. This system will require a major upgrade to meet future development.

Electrical supply is provided by Georgia Power Company off site. There is one electrical substation located adjacent to Building 363. Some heating is provided by a central boiler plant via steam, however most individual buildings have independent systems. An air propane mixing system is used as a secondary fuel source. These systems are adequate for future development.

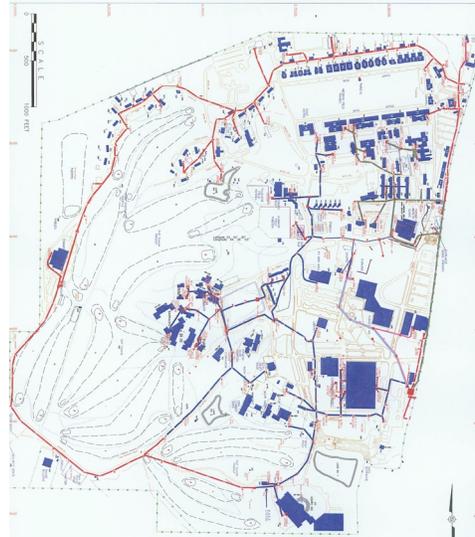


Figure 2-14 Existing General Electrical System



Figure 2-15 Existing Water Supply System

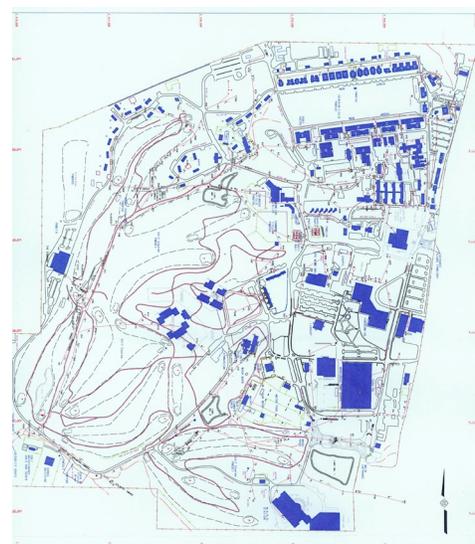


Figure 2-16 Existing Sanitary Sewer

Environmental Condition of Property (ECP)

The U. S Army's ECP process characterizes the environmental conditions at a given site. Properties at Fort McPherson were classified according to their environmental conditions based on DoD guidance into the following (refer to figure 2-18):

- Category 1 - Uncontaminated – Most of the areas on the site were identified as Category 1 – 389 acres.
- Category 2 – Areas in which only release or disposal of petroleum products has occurred – approximately 33 acres
- Category 3 – Areas in which release, disposal, or migration of hazardous substances has occurred, but in concentrations that do not require removal or other remedial response - no Category 3 property
- Category 4 – Areas in which release, disposal, or migration of hazardous substance has occurred, and all removal or remedial actions to protect human health and the environment have been taken – 1 acre
- Category 5 - Areas in which release, disposal, or migration of hazardous substance has occurred, and all removal or remedial actions to protect human health and the environment have not yet been taken – no Category 5 property
- Category 6 - Areas in which release, disposal, or migration of hazardous substance has occurred, but required remedial actions have not yet been implemented. – no Category 6 property
- Category 7 – Areas that have not been evaluated or require additional evaluation. – 64 acres.

A summary of the Categories that have been used on Fort McPherson is shown in Table 2 – 2 on page 18.

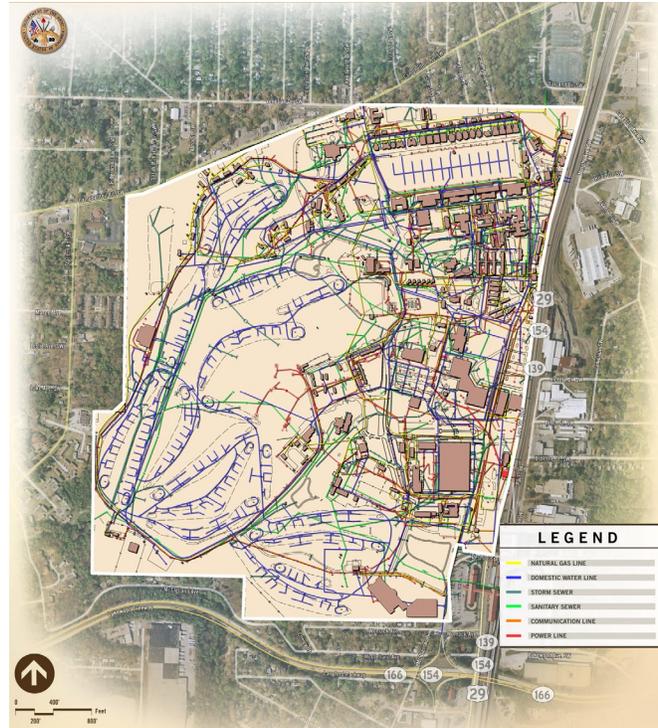


Figure 2-17 Existing Site Utilities



Figure 2-18 Map of Environmental Condition of Property

The level of remediation accomplished under the Army's area of responsibility will be determined through the NEPA process and the preparation of a Finding of Suitability to Transfer (FOST) or Finding of Suitability for Early Transfer (FOSET). Publication 101-510, Section 2905(b)(7)(K)(iii) states that "in preparing the Record of Decision" or other decision documents, the Secretary (of Defense) shall give substantial deference to the Redevelopment Plan concerned."

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Parcel Numbers	Building/Site Identification Site Description	Possible Phase II ESA scope
Category 2	33 acres	
Parcel 9	FTMP-09 Building 143 PX Station	Continue remediation and monitoring for closure.
Parcel 10	FTMP-10 Veterinary Clinic Old PX gas Station. Building 105	Continue with CAP B petition for Regulatory Closure.
Parcel 12, 13,14, 15,	Fuel Storage Tanks Buildings 40, 104, 106, 160, 164, 205, 207, 208, 205	Petroleum contamination Soil Boring for Soil and Groundwater sampling
Parcel 15, 16, 17, and 19	Fuel Storage Tanks Buildings 207, 208, 214, 326, 345/346, 650	Locate Tank with Remote Sensing (GPR) Evaluate Petroleum contamination with Soil Boring for Soil and Groundwater sampling
Parcel 14, 15, 17, 19	Active UST 160, 200, 350, 368, 651 Building 160, 200, 350 , 651, 368	Will these be removed and investigated before Base closure? No evidence of release of petroleum products Tank testing and Tank removals as needed
Category 4	1 acre	
Parcel 6	Old Incinerator Ash Dumpsite FTMP-06	Follow-up on obtaining NFA from GAEPD
Category 7	64 acres	
Parcel 1, 11	Operational Areas Building 363 Paint Shop (FTMP-01) Army Parking Lot (FTMP-11) Building 360/363	VOC contamination Soil Boring for Soil and Groundwater sampling
Parcel 20	Former Laundry/dry cleaning areas Building 208/209, 302	VOC contamination Soil Borings for Soil and Groundwater sampling
Parcel 21, 25, 26 and 27	Firing Ranges Former Pistol Range Former Atlanta NG Rifle Range Former Atlanta NG Target Range (including former Skeet range) Fort McPherson Range	Metals including Lead Soil sampling Limited groundwater sampling, Risk evaluation and remediation
Parcel 27		Grid Surface soil and shallow subsurface soil sampling Three DPT to evaluate subsurface soil and groundwater for Metals including Lead in soil
Parcel 22, 1 and 23	Pesticide Storage and Mixing Areas Buildings 356, 363, 456	Surface and shallow subsurface Pesticide Soil sampling and Limited groundwater sampling
Category 1	(No action)	
Identified as Category 1(No action)	Asbestos Surveys	(No action)
Identified as Category 1(No action)	Lead-based Paint Survey	(No action)
Identified as Category 1(No action)	Radiological Material Buildings 179, 180 and 363	(No action)

Table 2 - 2

Socioeconomic Profile

Regional Population and Employment Trends

As is well documented, the Atlanta Region experienced dramatic and consistent growth during the 1990s. Between 1990 and 2000, the Atlanta Region grew by 34%, averaging to an annual growth rate of 3.4%, or adding about 87,000 new residents per year. The Atlanta Region was able to move out of the recession of the early 1990s pretty quickly, based on a diversified economic base. In fact, the region doubled its size between 1980 and 2006, as its total population has reached about 3.9 million. The increase between 2005 and 2006 is actually the greatest single-year increase since 1999 to 2000, making it the fourth largest single year increase in the history of the region.

The Atlanta Region experienced a similar phenomenon in job growth, more than doubling during the same time period, to about two million jobs. It is widely known that Atlanta's population growth has been fueled primarily by people moving to the region for jobs. As the national recession slowed job growth, so did Atlanta see a slowing in their population growth until just this year.

Historically, most of the growth within the region was seen in more suburban locations. During the 1980s and 1990s, the North side of town experienced roughly 75% of the region's total growth. In terms of employment, most of the region's job growth happened along the GA400 corridor, in the Perimeter Center area, and in Northern Gwinnett and Forsyth counties. Since the mid-1990s, growth has accelerated on the South side (with I-20 as the demarcation line) as congestion has increased and land has become more expensive on the North side. The region's areas with the greatest population increases between 2000 and 2005 are all located outside I-285.

The closer-in counties in metro Atlanta have continued to add new residents, but their overall population share has declined relative

to outer counties. Incorporated cities in the region accounts for less than a third of the region's population gains between 2000 and 2005. Population density across the metro area continues to be low, in comparison to other large metropolitan cities, but it is increasing.

The expectation across the region is for growth to continue, both in population and employment, but at slower rates than the enormous expansion that was seen during the 1990s. Jobs are expected to increase by 1.2 million by 2030. Population is expected to increase by 2.3 million by 2030. Net in-migration is expected to account for just over half the growth in the region. Suburban counties are expected to experience the highest growth rates over the next 25 years, in terms of both population and employment. ARC's forecasts indicate that the region's economy will still outpace the nation in terms of growth, even though we are not expected to see the phenomenal rates of growth that were experienced in the late 1990s.

Study Area Population and Employment Overview

The area within a one-mile radius of Fort McPherson actually lost population between 1990 and 2000, a decline of approximately three percent. The area within a three-mile radius only saw a growth less than 1% during the same timeframe. Obviously, this does not demonstrate a share of the phenomenal growth some of the Atlanta Region saw during this time. However, it does demonstrate strength in terms of stability and diversity, to show a small level of loss within a 1-mile radius during a time when many other urban areas lost significantly more population within the region. Notable changes have been happening in the area surrounding Fort McPherson since 2000. Between 2000 and 2006, the area within a one-mile radius of Fort McPherson experienced it's most significant growth, with 10.0%; while the area in a three-mile radius was very similar, with 10.8% growth. The population growth in the immediate area of Fort McPherson since 2000 is greater than the national average, as seen in table 2-3 (page 20).

	1990	2000	2006	2011	Change 2000-2006	Change 2006-2011
1-Mile Radius	11,366	11,012	12,109	12,984	10.0%	7.2%
3-Mile Radius	99,413	100,389	111,268	120,054	10.8%	7.9%
City of Atlanta	391,647	416,474	473,988	520,880	13.8%	9.9%
City of East Point	34,483	39,595	43,546	46,687	10.0%	7.2%
Atlanta MSA	3,069,431	4,247,981	5,017,397	5,625,146	18.1%	12.1%
United States					6.3%	4.8%

Table 2 - 3

Source: DemographicsNow

There has been a clear resurgence of interest in urban intown locations in recent years, and this reflects favorably for the area surrounding Fort McPherson. While employment growth is projected to be moderate for the region, it is still expected to be witnessed in historic employment cores, including Downtown and Midtown Atlanta, which is in reasonable proximity to Fort McPherson.

There are four key geographies that were reviewed for this analysis: one-mile radius around Fort McPherson, three-mile radius around Fort McPherson, the Atlanta MSA, and the nation. On page 4 is a table that illustrates the key demographic and economic elements of the one- and three-mile radii being considered in this analysis. Those that deserve specific highlighting include the following.

The daytime population within the one-mile radius is relatively small, but when considering the three and five-mile radii, that number jumps substantially.

- In terms of households, both the one- and three-mile radii report identical trends to the population changes cited in the previous section.
- Over the past six years, the areas have grown
- Approximately 10% and are expected to increase by between 7% and 8% over the next five years.
- The median age is very similar between the one-mile radius (33.5) and the three-mile radius (34.4). These geographies are notably under the national average of 36.5 years of age.

Study Area Demographic Overview

As mentioned earlier, across the Atlanta Region, there has been a rediscovery of “intown” living and the benefits of its location. Urban environments that experienced population loss during the 1990s, as more people moved out to the suburbs, have seen an increase in population in the last few years. Previously economically challenged areas, or those that have experienced disinvestment, are being revitalized as people rediscover the qualities that

	1-Mile Radius	3-Mile Radius	5-Mile Radius
Daytime Population	1,686	32,066	206,359
Businesses	164	2,827	10,502

Table 2 - 4

Source: DemographicsNow

made these urban environs attractive to residents and businesses originally. In the immediate vicinity to Fort McPherson and in surrounding neighborhoods, it is easy to identify the areas where residents are rehabilitating older homes, building new, infill housing, and reinvesting in the community.

- The one- and three-mile radii perform basically the same in terms of key age groups. They are both higher than the national average for under 18, just under the national average for 25 to 35 year-olds, and well under the national average for those aged over 65 years.

- The three largest age groups in both the one- and three-mile radii are 5 to 13, 35 to 44, and 45 to 54 years of age. These statistics demonstrate established families and people starting families in the area.
- Over the next five years, the largest gains are expected in the age groups over age 65 for both the one-mile radius (34%) and the three-mile radius (58%). Between 2006 and 2011, the one-mile radius is projected to lose population in these age groups: 0-4, 5-13, 25-34, and 35-44. The three-mile radius is expected to lose population in the 0-4 and 25-34 age groups during the same time period.
- Both the one-mile and three-mile radii underperform in terms of those with less than a high school education in comparison to the Atlanta MSA and the nation. The proportion of college graduates in both areas is also lower than both the Atlanta MSA and national averages.
- The per capita income (perhaps the most important statistic to review in terms of understanding how a community is really doing) for the one-mile radius (\$13,599) is 55.4% of the national average. This PCI is also less than half the Atlanta MSA average.
- The three-mile radius per capita income is \$14,429, which is 58.8% of the national average. This PCI is also well below the Atlanta MSA average (52.2%).
- Both the one- and three-mile radii's per capita incomes have increased at about half the rate the national average has grown at since 1990.
- The household income brackets below \$25,000 have been rapidly declining since 1990, and are expected to continue to decline in the future in the one-mile radius. A similar trend has happened in the three-mile radius with households earning below \$35,000. Significant growth in households earning above \$75,000 annually has occurred in both areas being considered; this trend is expected to continue over the next five years.
- Approximately 25% of the households in the one-mile radius and 26% of the households in the three-mile radius earn above \$50,000 annually (compared to 49% of the nation and 58% of the MSA).
- The average household income for the one-mile radius is \$35,323. The three-mile radius' average household income is \$38,026.
- In comparison to the national average household income (\$63,629), the one-mile radius is approximately \$28,300 below the national average and the three-mile radius is approximately \$25,600 below the national average.
- There is even more disparity between the market areas and the MSA average (\$74,787) than the comparison with the nation. The Primary Market Area is approximately \$39,460 below the MSA average and the Secondary Market Area is approximately \$36,760 below the MSA average.
- The one- and three-mile radii's average household size are both slightly bigger than the national average and on par with the Atlanta MSA average.
- Both the one- and three-mile radii's proportion of single-person households is above the MSA and national averages.
- Both the radii areas being considered have a greater proportion of renters than the national and Atlanta MSA averages.
- The one-mile radius' median housing value is \$68,795 and the three-mile radius' median housing value is \$75,585. It is important to remember that this is not an average, but a midpoint in the range of values.
- The bulk of owner-occupied housing (68%) is valued between \$50,000 and \$100,000 in the one-mile radius. Only one percent of housing in the one-mile radius is valued above \$200,000. The owner-occupied housing valued between \$100,000 and \$150,000 is the fastest growing segment.

	1-Mile Radius	3-Mile Radius
SIZE OF MARKET		
Residents	12,109	111,268
Households	4,400	40,270
Daytime Population	1,686	32,066
CHARACTERISTICS OF MARKET		
Age		
Under 18	33.0%	32.4%
Between 25 & 35	12.9%	12.0%
Over 65	7.9%	9.6%
Income		
Per Capita Income (PCI)	\$13,599	\$14,429
PCI as % of National Average	55.4%	58.8%
Change in PCI since 1990	44.2%	51.1%
Household Incomes \$25,000 - \$49,999	32.7%	28.9%
Household Incomes Above \$100,000	4.4%	6.2%
Average Household Income	\$35,323	\$38,026
Households		
Average Household Size	2.71	2.69
Single-Person Households	29.3%	30.9%
Owner-Occupied Households	33.5%	39.0%
Median Housing Value	\$68,795	\$75,585
PROJECTED GROWTH OF MARKET		
Population, 2006-2011	7.2%	7.9%
Households, 2006-2011	7.1%	7.6%

Table 2 - 5

Source: DemographicsNow and Market + Main Inc.

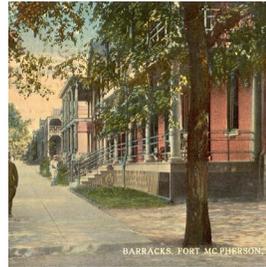
- The bulk of owner-occupied housing (67%) is valued between \$50,000 and \$100,000 in the three-mile radius. Only three percent of housing in the three-mile radius is valued above \$200,000. The owner-occupied housing valued between \$200,000 and \$300,000 is the fastest growing segment.

There is opportunity for these numbers, and the trends they represent, to change as continued development and redevelopment takes place in the greater Fort McPherson area.

Note:

Figures 2-14, 2-15, 2-16, and 2-18 were taken from the Final January 5th 2007 Environmental Condition Report by the U.S. Army BRAC for Ft. McPherson, Fulton County Georgia. For more information contact MPLRA at mcpersonredevelopment.com

3. Vision & Guiding Principles



Vision*

Our Vision is to transform Fort McPherson and the surrounding neighborhoods into a nationally acclaimed, world class thriving community, where people work, live, learn and play.

The Redevelopment Plan Will (Be):

1. Guided by market realities and adaptable to changing conditions.
2. Target knowledge-based industries.
3. Generate a variety of jobs and mixed-income neighborhoods.
4. Economically uplift surrounding communities and the region, enabling existing residents to benefit from the growth.
5. Enhance community services and promote life-long learning.
6. Develop through collaborative processes.
7. Honor the history of the site.
8. Promote sound environmental and energy-efficient concepts.
9. Promote green space.
10. Coordinate closely with other regional developments to complement rather than compete.

The following categories illustrate the manner in which Fort McPherson will address the guiding principles outlined in Phase One of the redevelopment process. These principles will provide a foundation for the development of community, economic viability, vision and the ultimate reality of what Fort McPherson will become.

* During the Phase 1 study, MPLRA established, through a series of public meetings and stakeholder interviews, the vision, principles and development guidelines for moving the redevelopment of Fort McPherson forward.



Figure 3-1. Medium density mixed use



Figure 3-2. Sidewalk life



Figure 3-3. Research based development

Community Building:

A) Provide connections to surrounding neighborhoods:

- Provide literal connections via an integrated transportation network, as well as community building through outreach to surrounding neighborhoods.
- Development should complement character of surrounding community while retaining a unique and individual feeling.

B) Develop with respect to local community:

- Synthesize development plan with plans for adjacent areas, such as LCI studies, Peachtree Streetcar and the BeltLine.
- Be attuned to the opinions, ideas and needs of the local community, and how they might manifest themselves in physical design.

C) Create a place for everyone:

- Emphasize creation of job opportunities for a full range of skills and income levels.
- Provide housing options for a range of income levels.
- Emphasize the public realm as a place for everyone available to residents and visitors alike.
- Park and open spaces are both regional and local amenities.

D) Think locally, act globally:

- Be attuned to the relationship between the development and adjacent neighborhoods, while recognizing Fort McPherson as an opportunity on a national scale.
- Community is not just locally based, but



Figure 3-4. Multiple forms of transportation



Figure 3-5. Green Space as a public amenity



Figure 3-6. Pedestrian oriented areas

can involve both business and academic communities on a broader scale. Both communities are equally important to the success of the redevelopment of Fort McPherson.

- Emphasize the need for a mutual understanding and relationship between all interested parties.

Economic Development and Physical Design:

A) A jobs generator, targeting knowledge based industries:

- A minimum of 3 million SF of research and office space create demand for sizeable workforce.
- A development that offers a range of job opportunities from national research positions to local employment.
- A true mixed income community.
- V.A. Clinic and Medical Facilities could provide range of job opportunities.

B) A thriving work/ live/ learn/ play community

- A community that offers both market rate and workforce housing.
- A transit oriented development that encourages a pedestrian environment.
- A mix of retail, residential and office uses anchored by a continuous open space network.
- Plenty of residential, retail and green space
 - 4,600 residential units
 - 400,000 square feet of retail
 - A regional open space system
- Uses natural site feature to create passive and active open spaces.
- A wide variety of public space from plazas to playfields.
- Elementary school located in Cultural District.

C) Nationally acclaimed or world class

- Academic, research and cultural opportunities that set a bench mark for the State of Georgia and become a national model for mixed-use, research based development.

- A destination and event space linked seamlessly with a regional park.
- D) Developed to complement other nearby redevelopment projects**

- Developed in spirit with concepts and plans for Oakland City LCI Study, Lakewood TOD, Neighborhood Redevelopment Plans, The Peachtree Streetcar and the Beltline.
- Sensitive to principles and direction inherent in the City of Atlanta Comprehensive Plan and City of East Point Comprehensive Plan
- Based on community input and context sensitive design, ensuring that Fort McPherson becomes a local asset and amenity, as well as a regional economic generator.



Figure 3-7. Different densities for offices/ commercial and retail



Figure 3-8. Mixed use development

Implementation:

A) Guided by market realities:

- Market realities must guide decision making for a successful implementation plan
- Capitalize on recent success of research based development
- Recognize trends towards mixed-use development
- Analyze demand for local employment, retail and amenity needs

B) Guided by a committed, influential board

- Board represents both public and private interests
- Mix of representatives from City of Atlanta, City of East Point, Fulton County and local community leaders
- Board members in touch with community needs and drive towards implementing an economic generator and legacy for the State of Georgia and City of Atlanta

C) Managed by a small, highly-skilled development team

- Development Team has history of experience in Base Realignment and Closure planning
- Well informed and experienced team that recognizes community outreach is essential to the ultimate success of the plan
- Able to reach out to interested parties and investors to drive the development of Fort McPherson

D) Supported by community stakeholders

- Community leaders sit on the Board of Directors for the MLPRA to ensure that citizens needs

and concerns are addressed

- Public meeting and design workshops are intended to inform the public of the progress of the plan, as well as incorporate their input

E) Based on a flexible, adaptable plan

- The plan for Fort McPherson will be implemented based on a set of design and development guidelines that allow for flexibility as the plan progresses towards final implementation, and over the course of the development
- Plan may be phased to allow for development concurrent with the closure of military operations at the base
- Logistics of such a development pattern must be flexible and based on market demands



Figure 3-9. Integration of buildings and spaces

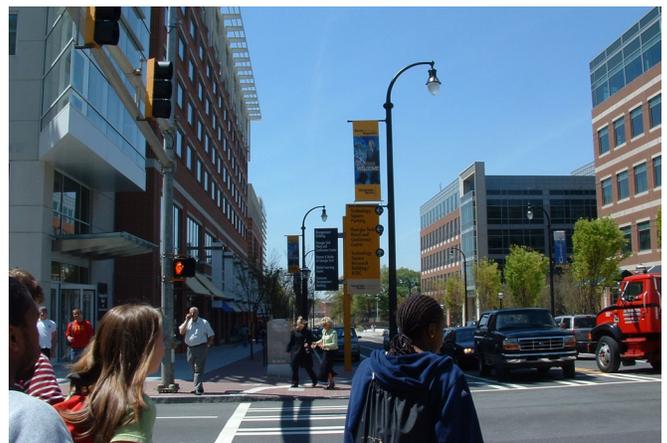
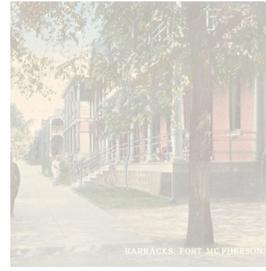


Figure 3-10. Areas friendly to pedestrians and cars

4. Proposed Land Use



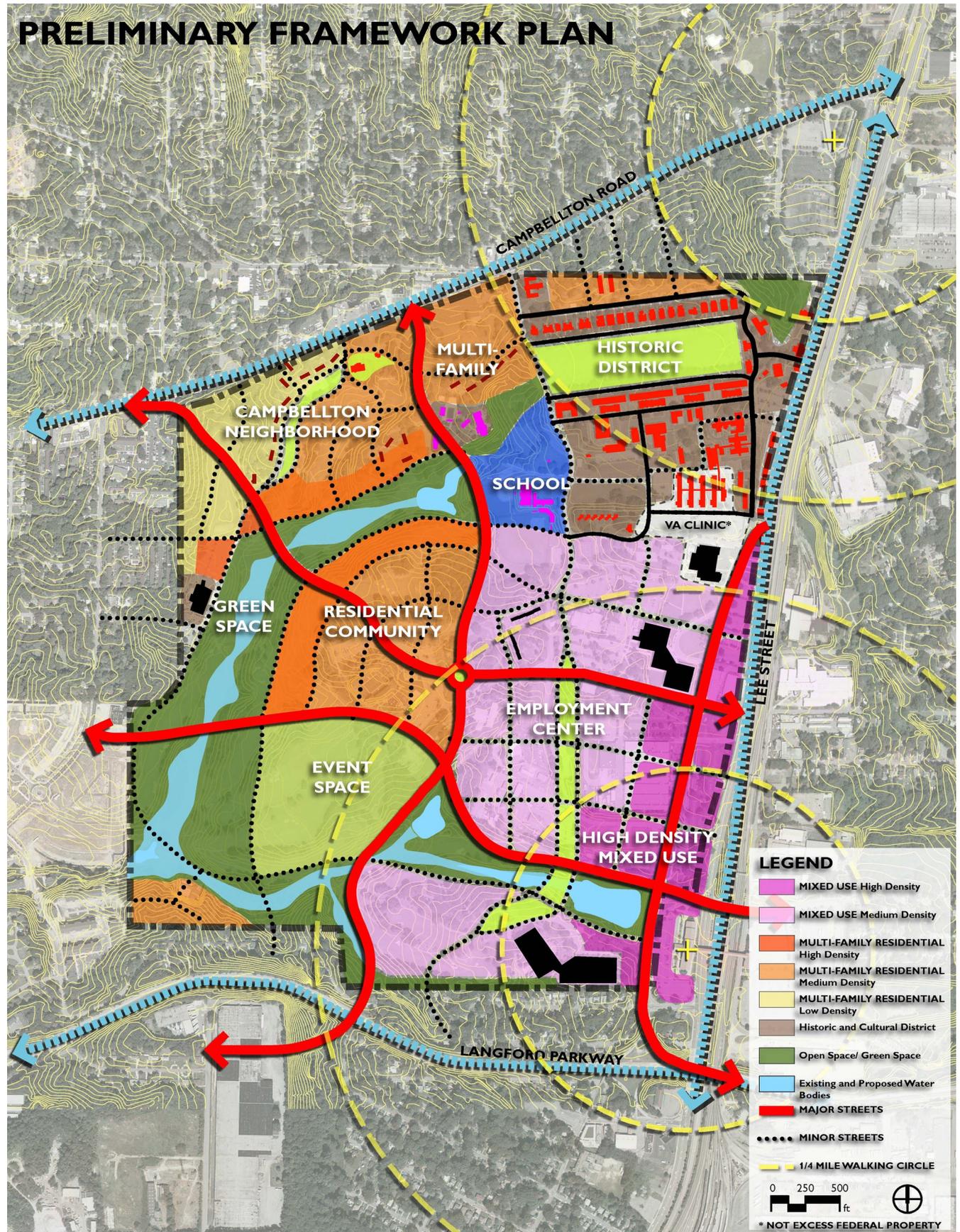


Figure 4-1. Framework Plan

Framework

The Fort McPherson site is virtually a Federal Island within the City of Atlanta. Even with the benefits of strong proximity to the City of Atlanta, the City of East Point and Hartsfield-Jackson International Airport, until the base is closed in September of 2011, it will remain a federal island within the City limits of Atlanta.

Over a period of time, the base has pulled itself away from the surrounding community by not allowing connectivity back into the surrounding neighborhoods. Most of these moves of isolation were for security reasons. The adding of fencing and closing of some of the gates/entries were due to the very sensitive nature of the base and reactions to 9/11.

Langford Parkway to the South and the difficult edges of Lee Street to the West make this a challenging site. While Lee Street has a Northern terminus at the Atlanta University Center (specifically the entry to Spelman’s campus), it continues South through the West End area of Atlanta and eventually becomes Main Street in the City of East Point. For much of its presence it is bounded on its Eastern side by railroad tracks at grade/street level and the MARTA line overhead. While Lee Street is the more public of all the edges, it is also extremely restrictive and, in it’s existing condition, not very suitable for a “front door” experience. Refer to figure 4-1 for framework plan.

The edge conditions bordering the site are an established neighborhood grid structure/fabric to the North and West, and a very strong yet imposing edge condition to the East and the South. The most restrictive of those conditions is located to the South with Langford Parkway.

The site has two public edges — Campbellton Road and Lee Street. Of all of the different edge conditions surrounding the site, it is the Northern edge, Campbellton Road, that offers the greatest amount of exposure and connectivity to the existing surrounding neighborhoods.

It was important early on in our planning process to build upon opportunities of connectivity back into the



Figure 4-2. Proposed Land Use Areas

surrounding neighborhood fabric. Our framework for the site represents addressing opportunities to bring traffic thru the site and the need to create a 100% corner*.

The surrounding neighborhood is made up of two types of street patterns: the orthogonal grid type structure and the organic street pattern. The orthogonal grid pattern is more prevalent to the West and the North, while the organic pattern is found more to the Eastern and Southern edges.

Overall, our proposed Framework Plan is broken down into 3 different types of grid/block structures. They are as follows:

1. The existing condition of the Historic District is an area where the majority of roads/streets should be kept intact. This is in direct response to the restrictions surrounding the existing

*100 percent corner is a marketing term for a location that has maximum visibility and usage from a pedestrian/vehicular point of view. In this context it also means an intersection whose four corners are developable and controlled by the new development.

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Historic structures and the requirement to preserve all buildings. Thus, the majority of the roads in the area should remain as-is due to their relationship with the buildings.

2. The entire Western edge of the site is made up of the Residential Development & Open Space. The fabric here is a response to a less dense structure than that of the Employment District. The pattern also responds to different site conditions, (topography, landscaping, mature trees, etc.) circulation as well as best opportunities for laying out residential program- both single family and multi-family structures.
3. The proposed grid structure is suitable for the Bioscience / Research & Development / Employment Center of the proposed Eastern portion of the site. The street network here is a direct response of the proposed building requirements of occupied space, parking, and establishing a flexible framework to accommodate any number of programs.

The entire Framework Plan is supported by four major circulation/transportation strategies. Two proposed corridors in the North-South direction and two were proposed corridors in the East-West direction. One of the North-South corridors addresses the existing limitations of Lee Street by bringing a new “Main Street” inboard the site to create a “Front Door Experience”. This street would be building upon an existing street within Fort McPherson and creating the primary public face for the High Density Mixed Use area of the site. It is proposed that the Peachtree Street Car would also have a presence along this corridor and terminate at the Fort McPherson MARTA station. The other North-South corridor would provide access to the site from Campbellton Road edge South through the site to the City of East Point crossing over Langford Parkway.

The Northern East-West corridor will also provide entry & access to the site via Campbellton Road through both of the residential districts- the planned Campbellton Neighborhood area to the Northern part of the site and the proposed inboard Residential Community. It will continue through the Employment Center and the High Density area, creating a 100% corner at the newly created “Main

Street”. The Southern-most East-West corridor would allow for connectivity to the City of East Point as well as provide an entry opportunity to the site via the existing entry at the Lakewood MARTA Station.

These four primary circulation/traffic moves allow for connectivity to all four sides of the site while providing ease of circulation through the site and minimizing the traffic impact that would be associated with the proposed development. While these roads represent an essential part of the “skeleton” of the Framework Plan, another major component of the plan is the Green Space.

A major component of this green space is a large festival space that would be used by the City of Atlanta and City of East Point to host special events for residents of the region. Including this, the parade grounds, and linear park with the restored stream, green space makes up approx. 150 acres of the redevelopment plan for Fort McPherson. This area is made up of a network of open spaces that provide connectivity from the MARTA Station at the North end of the site – Oakland City Station to its Southern neighbor – Lakewood/Fort McPherson Station. In addition to the existing Parade Grounds and 4 different lakes, the Green Space would be made up of areas not suitable for building upon; flood plain, areas of steep slopes and areas set aside for environmental concerns. The Green Space would be programmed for a number of different uses to help maximize the overall Live, Work, Play and Learn theme for the entire site. Refer to figure 4-2 for an example of a green space edge condition.

1. High-Density Mixed Use District

The extent of the High Density Mixed Use District run North-South along Lee Street between the existing FORSCOM building and the Fort McPherson MARTA Station. They move East-West (in-board 2-3 blocks) to the linear green, which provides a suggestive North/South dividing line between the High Density Mixed Use District and the Employment Center. These blocks were, in part, based on a 5 minute walking radius, whose origin is the Fort McPherson MARTA Station. This 5 minute walk, approximately a ¼ mile, represents the average distance that a person is willing to walk before considering alternate transportation. Essentially, it is an effort to ensure that Fort McPherson is a walkable, pedestrian oriented development that addresses transportation options in a holistic manner. It emphasizes the use of public transit, the ability to walk to destinations and accommodates automobile traffic. In order to support a walkable, transit based development, this area must achieve a certain density. Basically, there must be a critical mass to use transit, support street level retail and create an active and inviting environment. Refer to figure 4-3.

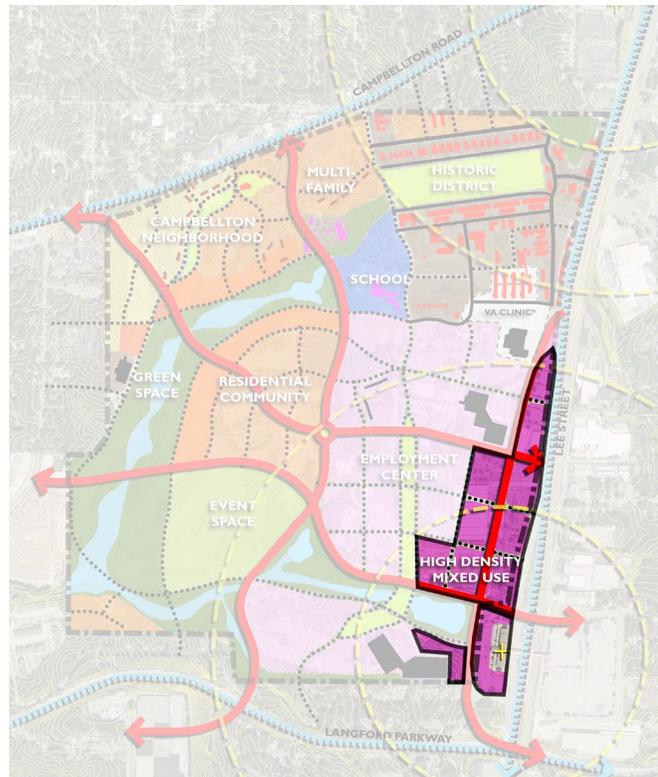


Figure 4-3. High Density Mixed Use District

The High Density Mixed Use District will be an inclusive environment roughly 35 acres in area. Largely anchored by mid-rise residential buildings, it could also have a generous amount of street-level retail, office, grocery, hotel, and amenity space. Its central gathering points will be focused around green space, public plazas and linear retail streets with wide, active sidewalks. The direct access to the Fort McPherson MARTA Station will potentially prove to be the greatest amenity for this development.

The general location of this high density development serves a variety of purposes:

1. It encourages residents and visitors alike to use transit or walking as a viable option for transportation needs.
2. An environment that serves residential, office and retail needs, guarantees an active street presence from morning to night.
3. Locating the core retail and high-density residential areas here not only serves the



Figure 4-4. Medium density office space

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residents and office workers of this district, but also provides daily necessities and amenities for residents and employees located throughout the Fort McPherson Development as they move East-West from MARTA or as vehicular traffic movement from Lee Street.

- 4. It acts as a complement to the high concentration of office and research development to the West/Northwest in the Employment Center.

Buildings in this district could be between 8-10 stories with retail at street level. Parking decks should be internalized within the block, with office/research or residential/retail fronting the street. Existing parking decks could be wrapped with liner retail/ apartment buildings. The pond area should also be redeveloped with a more urban character with paving, planters, wall seating etc. Refer to figures 4-5 and 4-6 for massing models of the proposed districts.

Pocket parks, ground floor retail, wide sidewalks, and multiple levels of transit are designed to allow for a vibrant street life, and encourage pedestrian activity. Overall, the area will be transit-friendly, with multiple modes of transportation available that provide access throughout the area.

On 35 acres of the high density mixed use district directly adjacent to the MARTA station, the development is projected to be denser than at other places through the site. This district will have roughly 1.16 million sq. ft. of office , 116,000 sq ft of retail space, and 750 residential units. Most of this office space will be for general use and not specific to any particular industry or specialty trade. A hotel/conference facility is also proposed within this district occupying one of the three corners facing the pond. Refer to the Appendix (A6) for the market analysis on hotel demand.

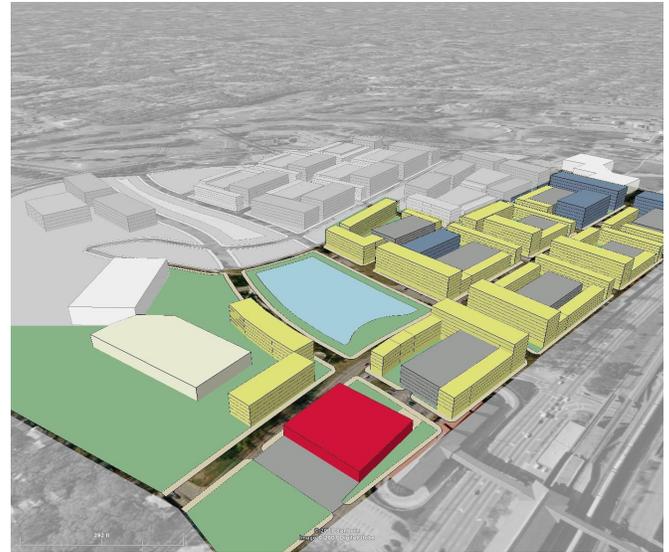


Figure 4-5. Massing model view towards the north west

Yellow Residential/Retail **Blue** Office/Research



Figure 4-6. Massing model view towards the north east

2. Medium Density Employment Center

Envisioned as a research based, mixed-use development, the Employment Center is situated between the Residential District to the West and the High Density Mixed Use District to the East. Its Northern border reaches above the FORSCOM building just South of the Historic District.

The Medium Density Employment Center will serve as the anchor for the redevelopment of Fort McPherson while occupying roughly 115 acres centrally on the site. Consisting of 2.4 million square feet of office, research and lab space, it will provide an unprecedented resource for the State of Georgia and an economic boom for the City of Atlanta. The concept of a mixed use research development has been successfully implemented across the country, with particular success at Fitzsimons Medical Center in Aurora, Colorado and MIT Research Park in Cambridge, Massachusetts. A collection of public institutions and private entities will have the opportunity to collaborate and develop on a scale that has not yet been witnessed in the State of Georgia. Refer to figure 4-7.

It is proposed that the development should not conform to the standard pattern of a research park, one that is decidedly exclusive and generally suburban in nature. Instead, the vision is for a “campus” atmosphere within an urban setting. It is an effort to retain a collaborative environment that fits seamlessly into an active, pedestrian-oriented development. In order to retain talent and interest among potential employees, it has become increasingly evident that cities and developments need to cater, not simply to a paycheck, but to a quality of life that potential employees are seeking. This includes offering cultural amenities, convenient shopping, open space and recreational activities, a safe neighborhood and the ability to interact with, and participate in, a true community. Fort McPherson will be able to offer just such a place.

The majority of the buildings in the Employment Center could range from 4 to 6 stories in height. The lab/office buildings may be 5 to 6 stories, while the residential buildings may find themselves at 4 to 5 stories. This height has logistical reasons from a construction standpoint, but also creates a “human” scale, as pedestrians relate to their built

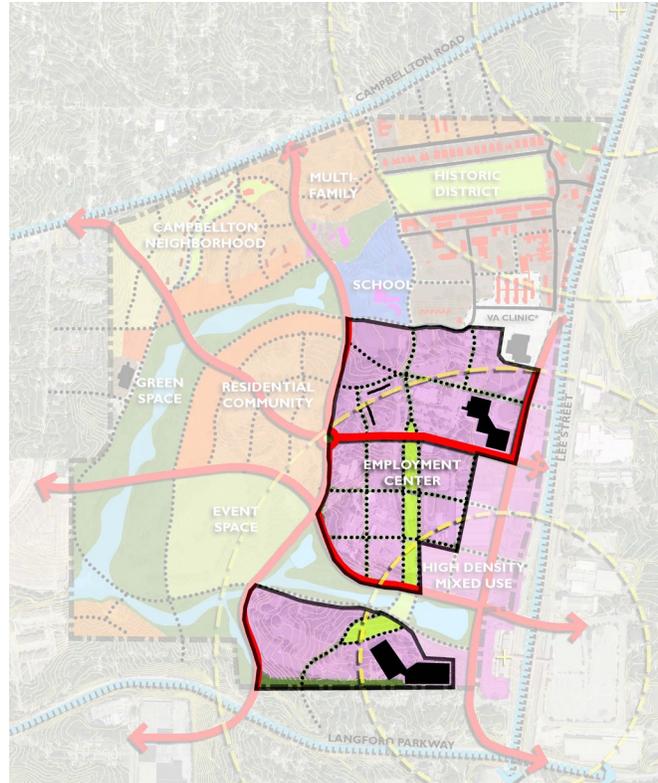


Figure 4-7. Medium Density Employment Center



Figure 4-8. City Plaza



Figure 4-9. Tech Square

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environment. The Employment Center will also include pocket parks and access to regional open space, an amenity for office workers, residents and visitors alike. There will be a special focus on a higher density residential development that could benefit from the close proximity to MARTA and the primary Lee Street corridor.

The signature mall will create an identity for the area as well as provide visual relief from the built forms lining the boulevard. An example of this is Commonwealth Avenue in Boston (refer to figure 4-12).

The Employment Center provides the transition from higher density mixed use to lower density residential with office and residential uses. With 2.4 million sq ft of office space including 587,000 sq ft in existing buildings (USARC and FORSCOMM) the employment center district forms the center of economic revitalization for the area. The knowledge-based research area with Bioscience focus is located in this part of the site. Along with these there could also be regular office buildings and scattered ground retail of about 240,000 sq ft. The district also includes 1,925 residential units comprising of apartments and condos catering heavily to the people employed in the district. Parking shall be shared amongst various uses and not be visible from the sidewalk. There will also be some pocket parks and plazas developed as public open spaces within the district. Refer to figures 4-10 and 4-11 for massing models of the proposed districts.

The State of Georgia is prepared to commit capital and manpower to create a Global Bioscience Center on this site. In making this commitment, the State will satisfy the essential requirement that an entity demonstrate the financial resources to improve the property and create value.

Buildings 409 and 410 located on 1416 Thorne Avenue and 1762 Michael Place have been proposed for a Homeless Assistance Transfer to a selected Homeless Services Provider. Also, the MPLRA has recommended approval of a request from representatives of the Fort McPherson Credit Union (Building 248) and the Associated Credit Union (Building 123) to purchase the federally – owned sites on which their Credit Union buildings are erected.



Figure 4-10. Massing model view towards the south west

■ Residential/Retail ■ Office/Research

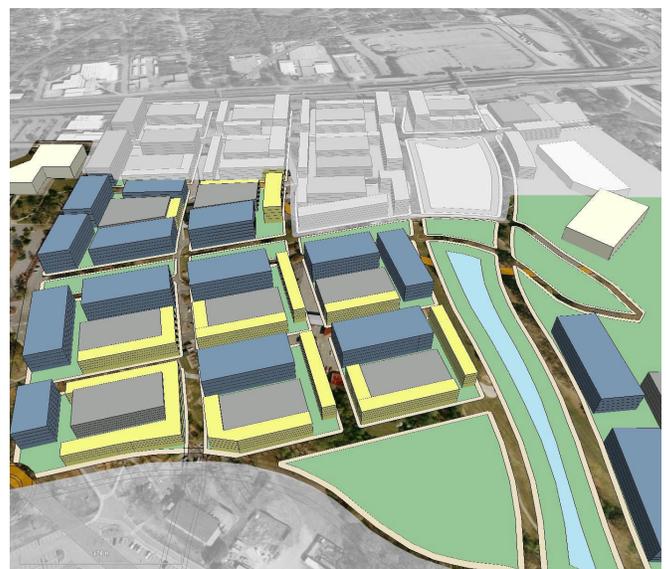


Figure 4-11. Massing model view towards the east

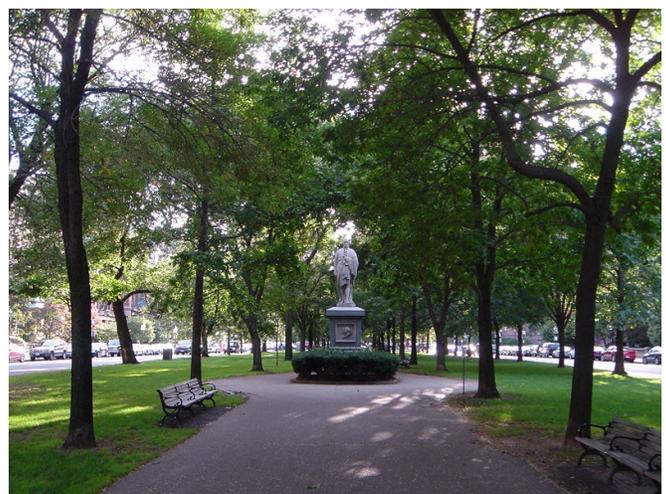


Figure 4-12. Commonwealth Avenue Park, Boston, MA

3. Historic District

The Historic District occupies the Northeast corner of the site and is organized around the 12.4 acres of Hedekin Field (the Parade Ground). The proposed district boundary is larger than the existing boundary established by the Army Corps of Engineers. This boundary contains buildings currently on the National Historic Register, as well as additional ones that qualify. The Northern boundary runs along the alley behind Staff Row, cutting North behind Building 22 (the WWII housing nicknamed “*The Chateau*”); the Southern boundary follows Anderson Way West from Lee Street to the intersection of Barton Street, and then West to Walker Avenue. The Eastern boundary follows the base property line at Lee Street, while the Western boundary follows Walker Avenue. Refer to figure 4-13.

Several additional historic buildings should be considered for Historic designation. They include the original stables and drill field area (buildings 400 and 401 and the two ball fields), proposed for possible reuse as a community school; the cluster of buildings along Wetzels Drive (the pool, the Child Development Center, and Lee Hall); and the various concentrations of attached housing built in the 1940s. Finally, a number of single buildings also constitute important or unique historic resources – the original Post Engineer’s house (Building 532, built in 1888); the Catholic Chapel (Building 240, built in 1941); the WWII-era gymnasium (Building 422, built in 1943); and the M.A.R.S. facility (Building 326, built in 1959). The reuse plan either incorporates these resources into the open space framework, or proposes relocating them into the main Historic District if possible.

The stately architecture and urban layout of the buildings in the historic district affords a design value exceeding any constraints imposed by adaptive reuse. In particular, the Parade Ground provides a formal urban setting for its peripheral buildings unequalled anywhere in Atlanta with the possible exception of Piedmont Park; while the buildings themselves are architectural masterpieces adhering to the purest principles of urban design. The program for this area therefore builds on the setting by prescribing a combination of limited ground-level retail and restaurants; professional office space; cultural amenities such as galleries; events space;

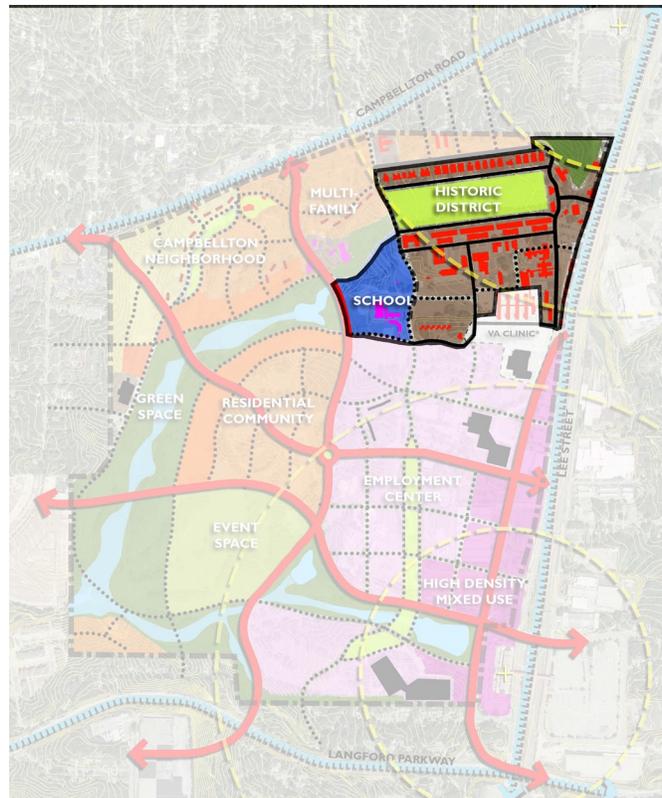


Figure 4-13. Historic District



Figure 4-14. General’s Home

hospitality uses like boutique lodging; and a small amount of exclusive single-family residential on Staff Row (refer to figure 4-14 and 4-15). Some existing uses like the chapel, post office and theater could remain as they currently exist.

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A number of proposed Homeless Assistance Transfer properties are located in this district. Buildings 171 and 170 (Old Hospital Facility) located at 1593 and 1613 Hardee Avenue, Building 167 located at 1655 Howe Street, Building 168 located at 1641 Hardee Avenue, Building 514 (Child Care Center) located at 1608 Wetzell Drive and Buildings 136 through 142 located on 1347 through 1383 Bartow Street have been proposed for a Homeless Assistance Transfer to selected Homeless Service Providers. The MPLRA recommends the transfer of the 11 acre school site to Atlanta Public Schools for the construction of a new school and occupying/maintaining the existing stables with appropriate uses to serve the community.

The picturesque postcards of the base from the 1930s and 1940s describe an atmosphere that captures the best of what Fort McPherson had to offer – a beautifully landscaped environment with simple but elegant buildings and gracious interiors. To do justice to this legacy, the grounds and buildings should be carefully maintained and improved to strive for an environment that showcases the unique qualities of the Georgia Piedmont.

The Historic District is quite urban, especially along Cobb Street. Parallel building facades, street proportions, consistency of building materials, arcades and the human scale of the details – all combine to give the Southern half of the district a feel of older cities like Savannah or Charleston. Opportunities for new infill construction on some of the surface parking lots along Dietz Avenue and Hardee Avenues should replicate these features. Where moving a historic structure from elsewhere on the base is feasible to free up land for new development, these vacant places within the district should be evaluated for their appropriateness to receive the buildings.

Finally, special attention should be given to the original Lee Street gate (Hanley Plaza) and surroundings, especially once the perimeter wall is removed and the gate re-established as the main point of entry to the district. The original street section and gravel surface could be reintroduced to provide an authentic context for the classical façade of the Red Cross building, as could the reconstruction of the original stone and iron



Figure 4-15. Judge Advocate General (JAG) Building

gateposts. Trees should be replanted to line the entry; and the transition to a narrowed Lee Street should be carefully studied and designed to elevate the gate's symbolic importance.

The focus on preservation and adaptive reuse provides a benchmark for future development capacity in the district, which would consist mainly of redevelopment of the surface parking lots. If the scale of the existing buildings is maintained in new development, the ultimate yield of the district can be projected using the Staff Row area as the basis for an average density. Under this assumption, the existing two-story barracks buildings equate to a rough density of 21,200 square feet per acre or an FAR of about 1/2 . The Historic District occupies about 65 acres including the Parade Ground. Applying the 1/2 FAR to the total acreage, about 1.2 million square feet of space would ultimately be available in the district between adaptive reuse and new construction.

4. Campbellton Residential District

The Campbellton Residential District is envisioned as a new residential neighborhood with a mix of housing types that acts as an extension of the historic Oakland City neighborhood directly to the North. Located at the Northwest corner of the site, this district is bounded on the North by Campbellton Road and the Oakland City neighborhood; on the East by the Historic District; on the South by the linear park; and on the West by the Fort McPherson boundary and Stanton Road residential area. This gives an area of about 82 Acres as shown in figure 4-16.

This district will contain a mix of housing types, including the re-use of existing historic housing and community facilities. Currently there are 22 brick colonial revival duplexes which date from the late 1940's as well as three community buildings dating from 1906 to 1930. The MPLRA has identified 41 housing units: Buildings 506 – 510, Buildings 524-529, Buildings 533-538 and Buildings 601-605 as scattered housing to be transferred under a Homeless Assistance Transfer to selected Homeless Service Providers. Additional facilities for Homeless Service Providers that could eventually total 178 units have been proposed as new construction. New construction of these additional units will also occur in the adjoining "Park Residential District." The Campbellton Residential District could also include a 10-acre site proposed under a Homeless Assistance Transfer for construction of a 150-unit apartment community that would reserve a minimum of 15 units for low income or formerly homeless occupancy. The existing pool facility would remain as an amenity for the new neighborhood, and Lee Hall (Building 522) could become a community center. (Refer to Appendix A12).

The remainder of the district will be composed of new residential development with a mix of densities. The Northwest portion of the district will be primarily single-family homes on narrow lots typical of the surrounding historic neighborhoods. The density could increase to the South and East of the district, transitioning to townhomes in the center (adjacent to the existing duplexes), with 4-5 story multi-family housing fronting the park to the South and clustered to the East at the main Northern entrance to the site. This could create approximately 100 new single-family units and 550 multi-family units in this district.

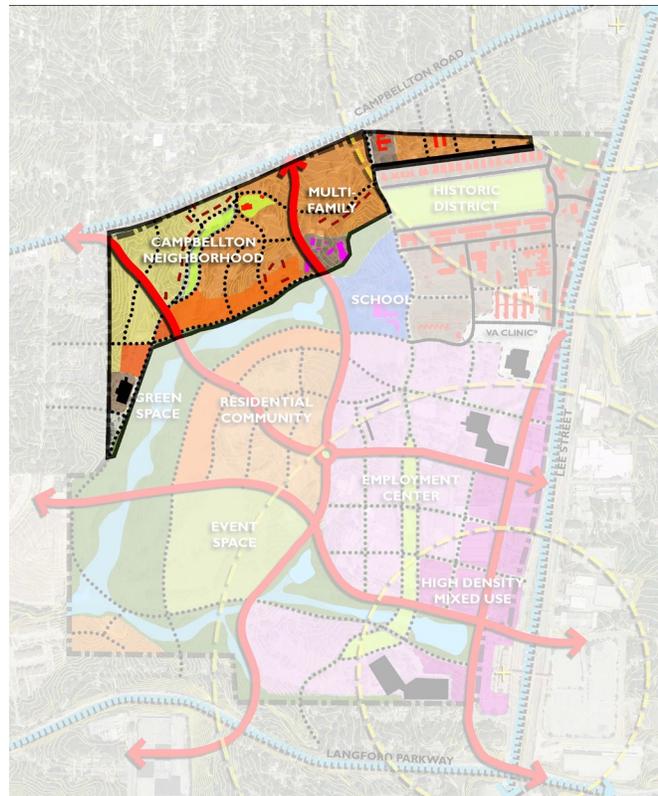


Figure 4-16. Campbellton Residential District



Figure 4-17. Mixed use/ pocket park



Figure 4-18. Single family Craftsman style houses

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Refer to figures 4-17 through 4-19 for examples.

In addition, a linear open space at the center of the district will act as the organizing element to the new neighborhood and connect it to the major park space to the South. This spine of green space will be immediately adjacent to the existing historic duplexes and will connect the major park space to the oldest building on the site, the Post Engineer's House, which dates back to 1888.

This district will act as extension of the existing neighborhoods into the site and should reflect similar design elements such as block sizes, setbacks, architectural quality, and street character, similar to the scale and type found in the Glenwood Park or Mead developments in Atlanta. Single family homes should be on narrow lots, address the street with minimal and normalized setbacks, and be reflective of the 1920's Craftsman style architecture typical of the surrounding area. Townhomes should be of a similar character and be accessed through rear alleys, with parking and service areas hidden from public view. Multi-family development should not exceed 4 stories and have internal, hidden parking. At the Northeast corner of the district, adjacent to the main northern entrance to the site, there may be some opportunity for small-scale, neighborhood serving retail similar to the Highland Walk development on North Highland Avenue. In all cases, block sizes should not exceed 200'x 400' and streets should have on-street parking and streetscape elements such as sidewalks, street trees, and pedestrian-scale lighting in order to improve walkability.



Figure 4-19. Rowhouses



Figure 4-20. Single family homes



Figure 4-21. Mixed use apartment buildings

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.

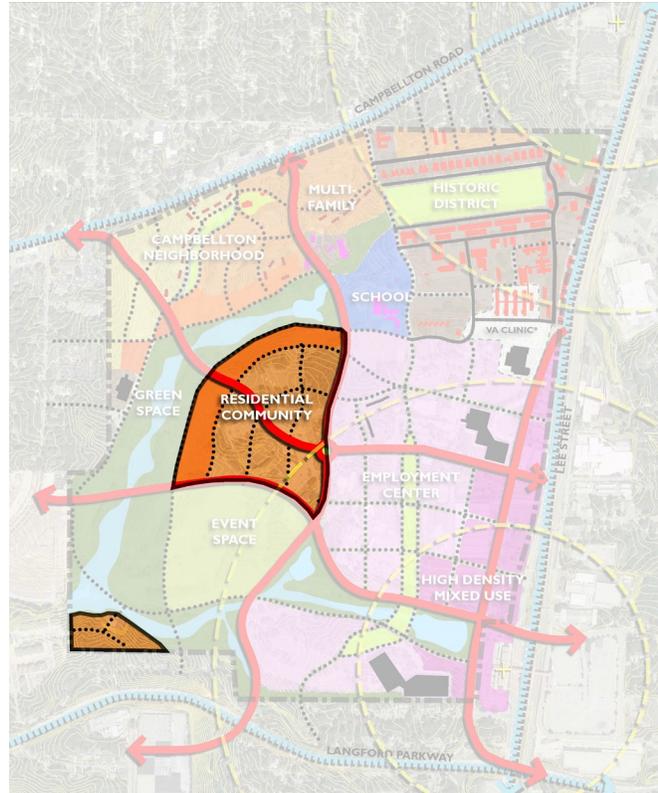


Figure 4-22. Residential Community District



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

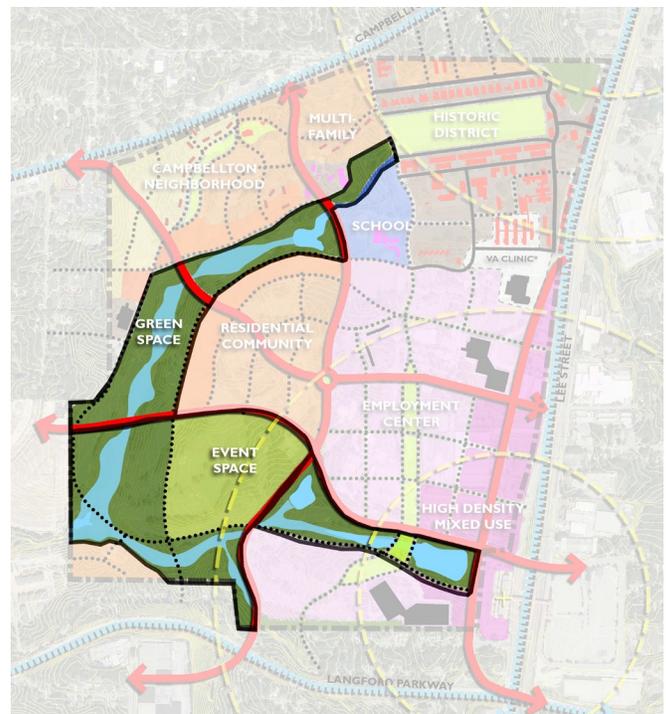


Figure 4-24. Green Space

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

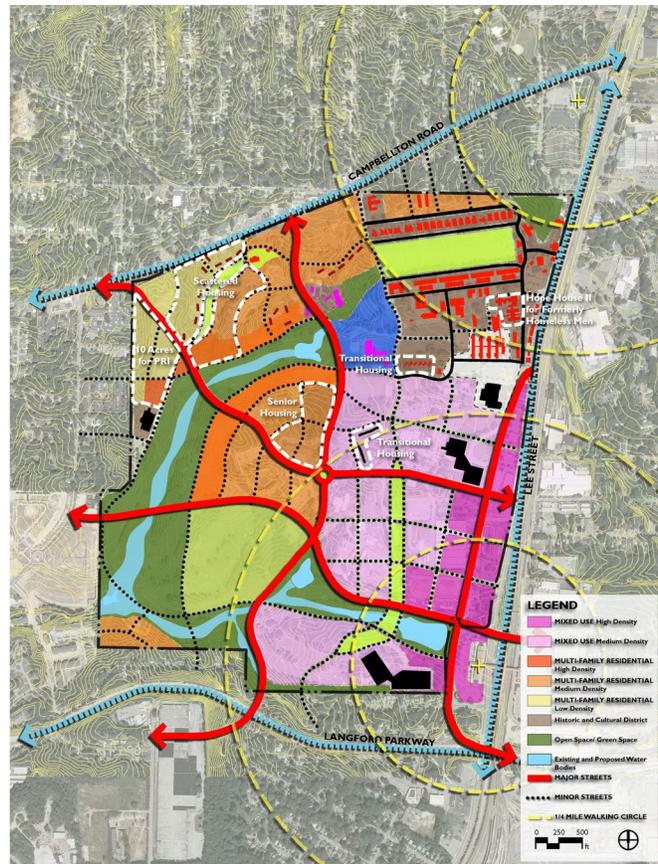


Figure 4-26. Residential Balance and Homeless Assistance Transfer Sites.

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

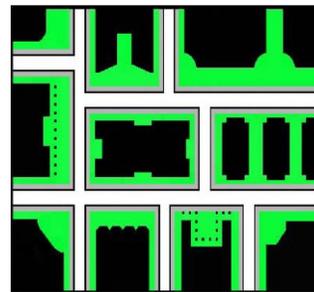


Figure 4-26. Open Space without transfer

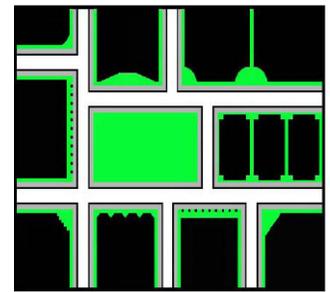


Figure 4-27. Open Space with transfer

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.

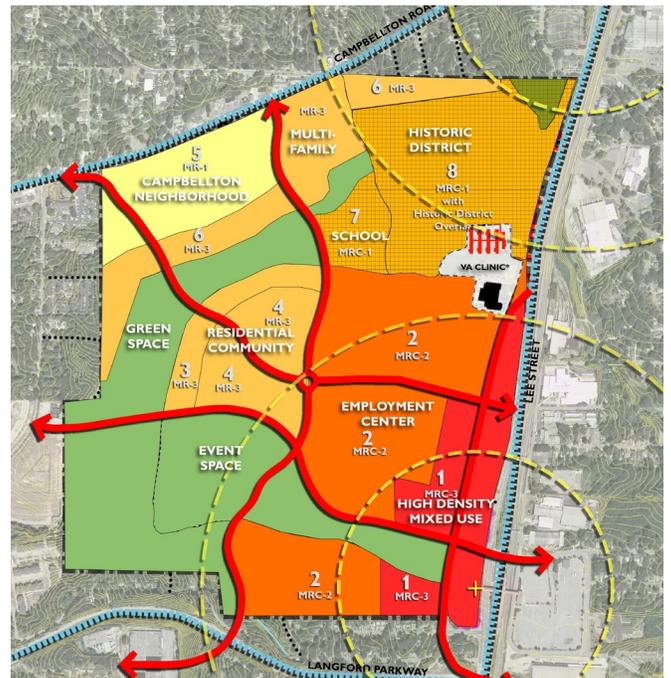


Figure 4-28. Preliminary Recommended Zoning

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.

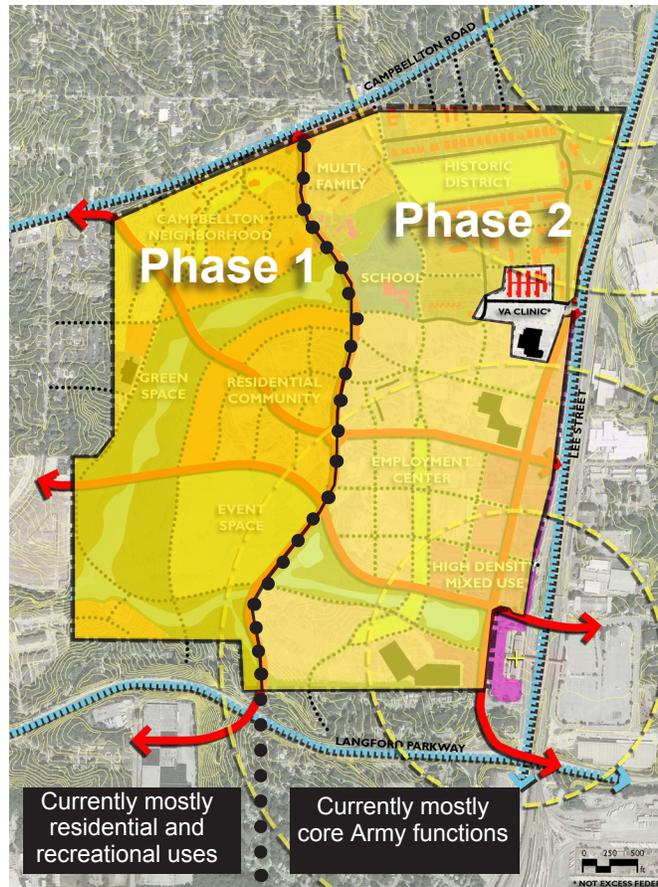


Figure 4-29. Proposed phasing

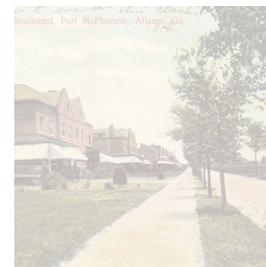
Sustainability

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
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



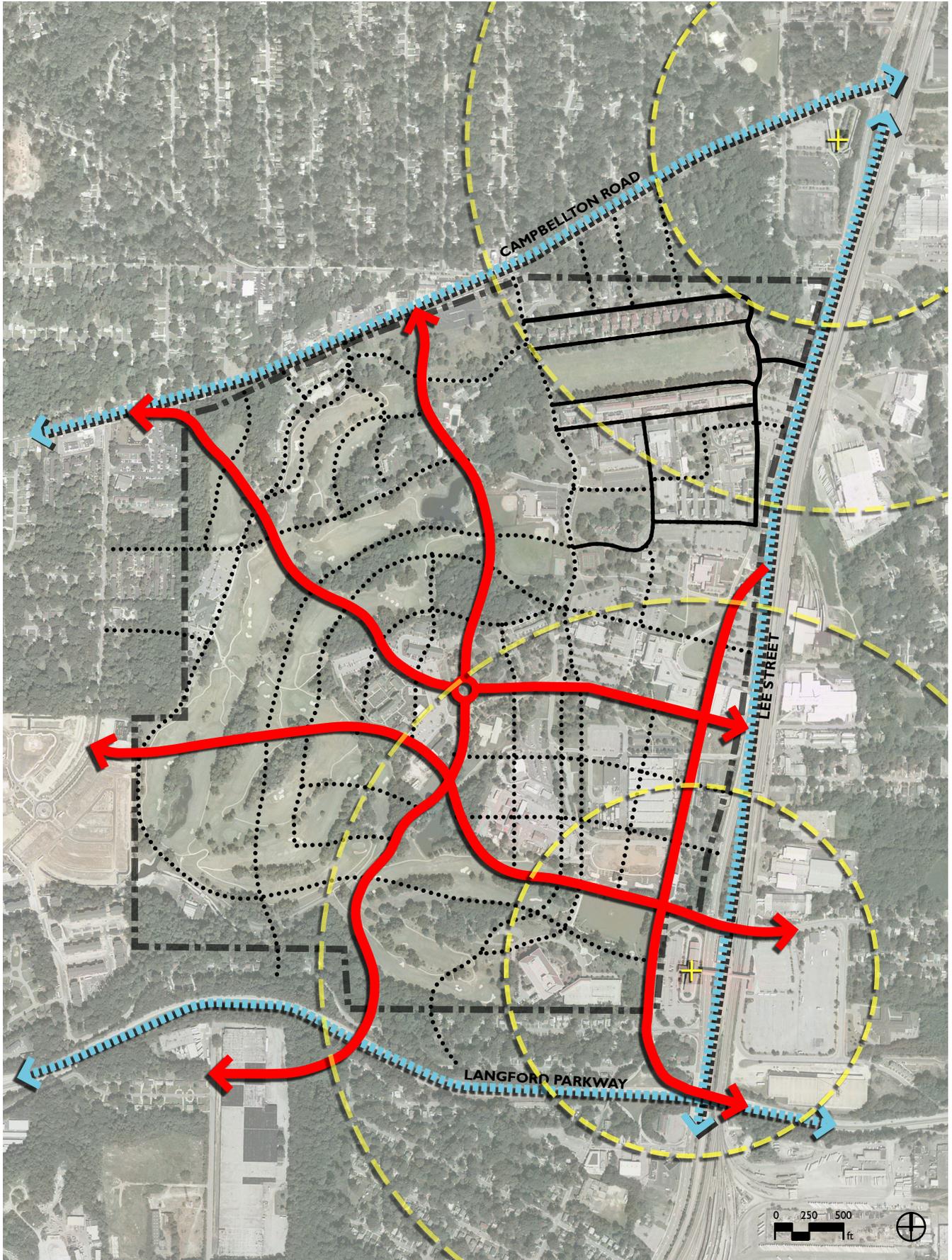


figure 5-1. Street network and walking circles from MARTA stations

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

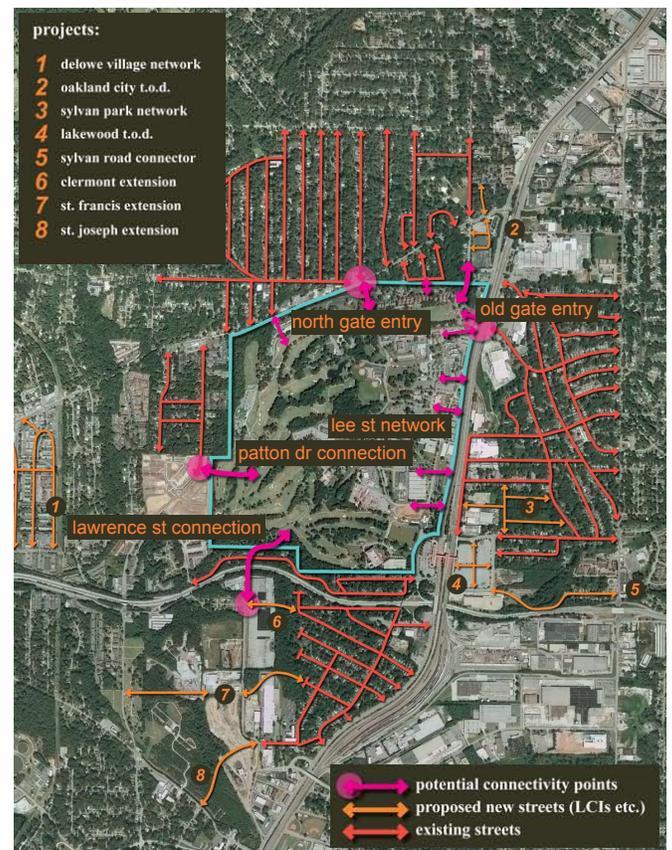


Figure 5-2. Street Network



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

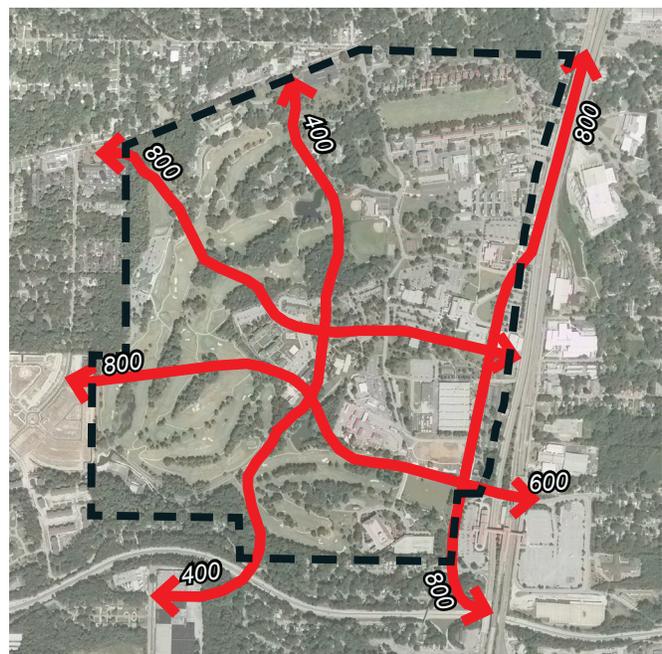


Figure 5-5. Maximum vehicle carrying capacity of the framework streets

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).

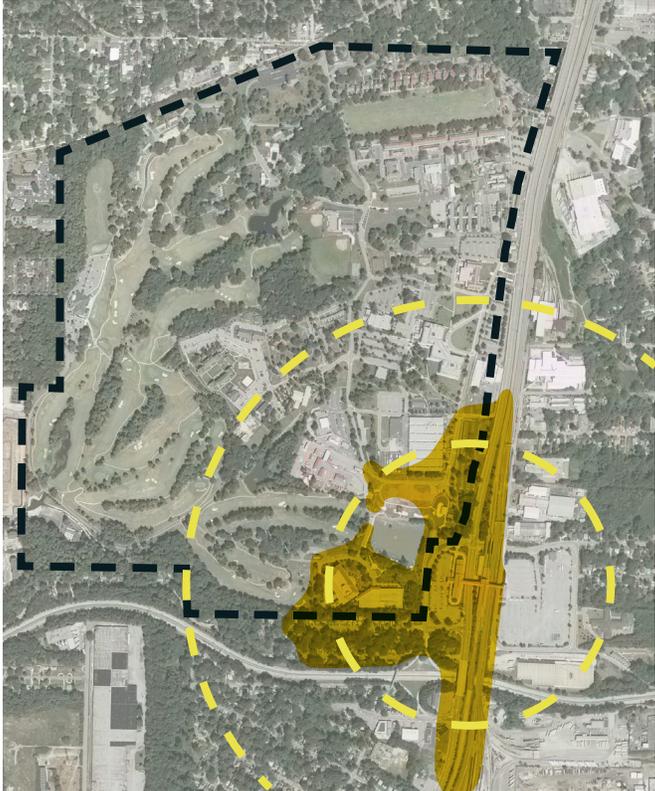


Figure 5-6. 10 minute walk with the existing street network

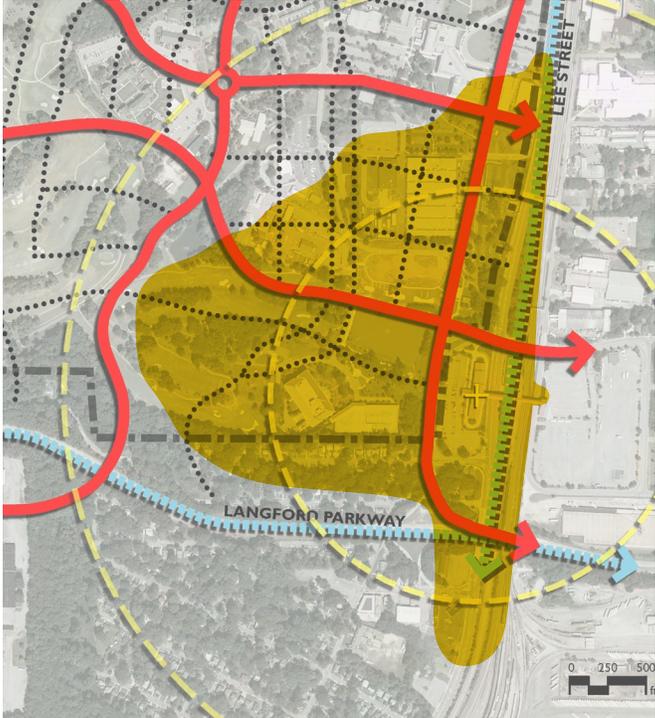
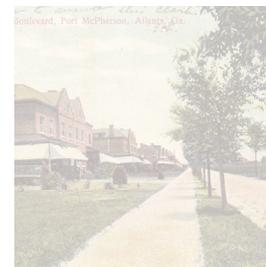


Figure 5-7. 10 minute walk with tproposed street network

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.

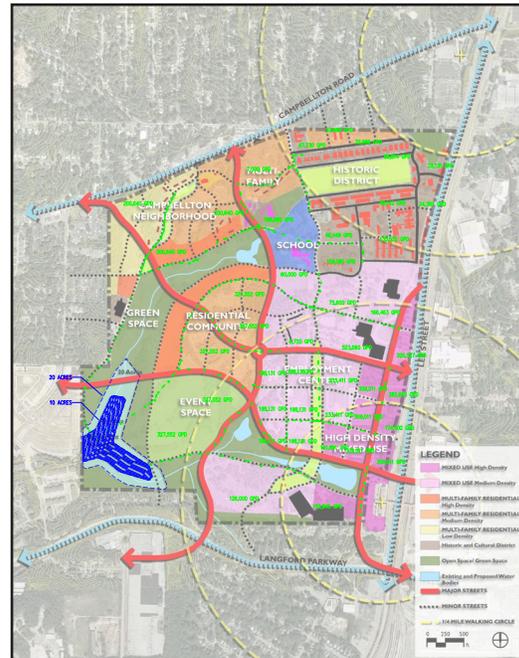


Figure 6-1. Flood Plain and other infrastructure

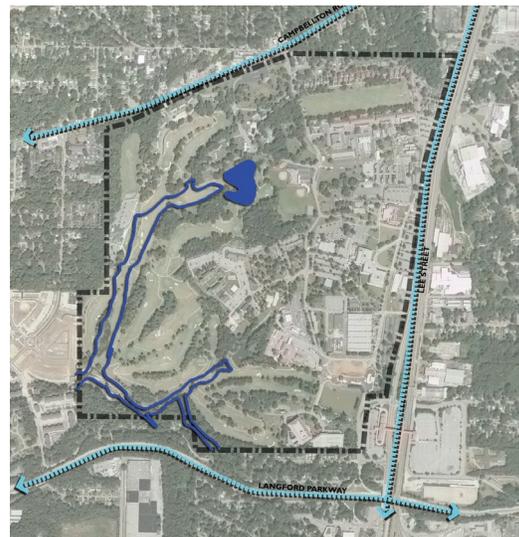


Figure 6-2: Flood Plain and Pond

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

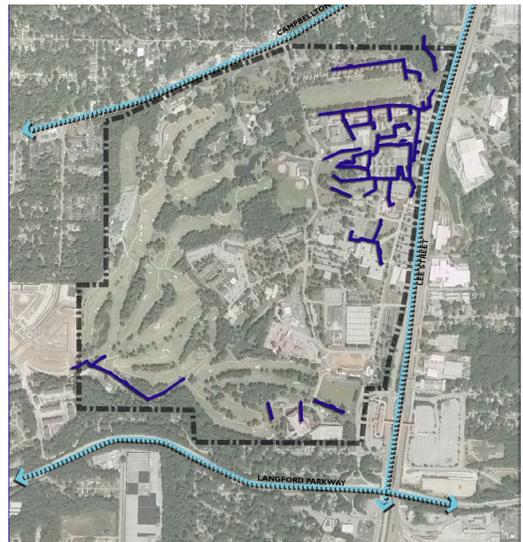
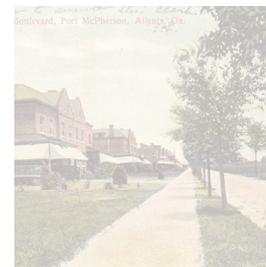
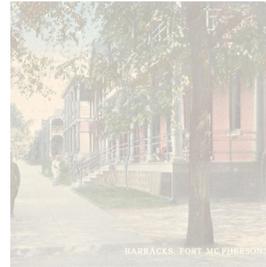


Figure 6-4: Sanitary Sewer System



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.

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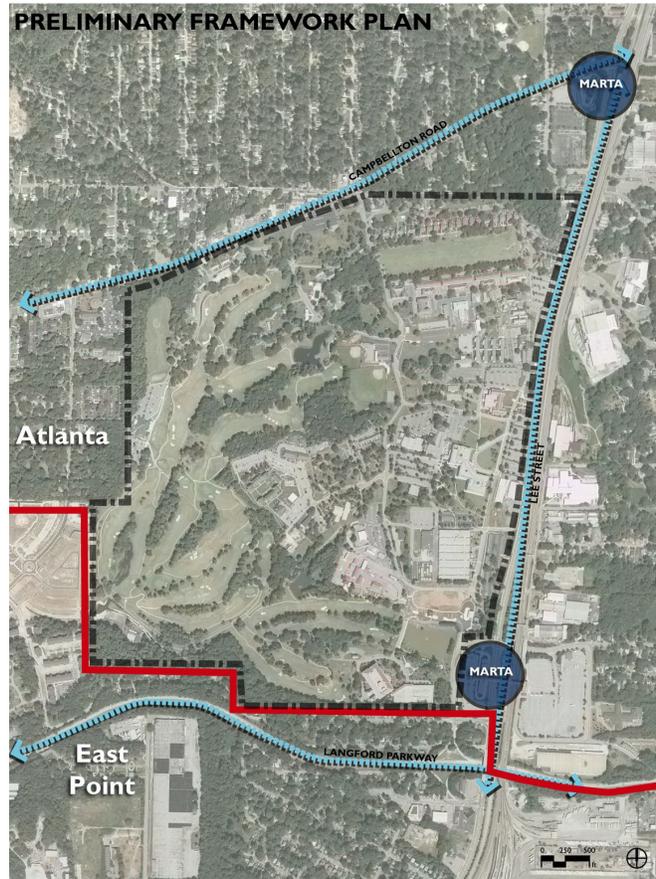


Figure 7-1. East Point - Atlanta boundary

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 month¹. 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:

¹ 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 ¹	Apartments
Units at Build-Out	148	382	2,374	1,696
Average Annual Absorption (units)	17	45	278	300 every 3 rd year
Years to Absorb	10	10	10	13
Average Price				
Low	\$228,679	\$150,336	\$181,991	\$950/month
High	\$300,955	\$232,107	\$253,275	\$1,200/month
Premium Price				
Low	\$274,415	\$180,403	\$218,389	\$1,140/month
High	\$361,146	\$278,528	\$303,930	\$1,440/month
Affordable Price				
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 ¹				
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
A. BIOSCIENCE AND RESEARCH				
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. PHYSICAL INFRASTRUCTURE				
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	
C. SUSTAINABLE ENERGY				
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
D. RESIDENTIAL/ COMMERCIAL				
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

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
Total	\$71,005,939

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		
Total Costs		\$231 - \$255	\$123	\$117 - \$127	

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.

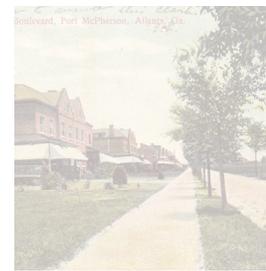
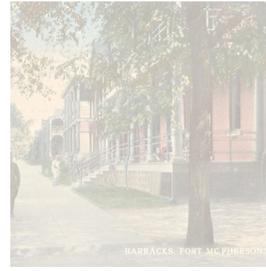




Figure 8-1 Perspective Rendering of Proposed Fort McPherson Redevelopment

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



