



CITY COUNCIL

Eva Galambos, Mayor

John Paulson – District 1

Dianne Fries – District 2

Chip Collins – District 3

Gabriel Sterling – District 4

Tibby DeJulio – District 5

Karen Meinzen McEnerny – District 6

Tuesday, March 27, 2012

Council Retreat Agenda

8:45 AM – 4:00 PM

Heritage Bluestone Building
6110 Bluestone Road
Sandy Springs, GA 30328

1. Welcome

Mayor and Councilmembers present: Mayor Eva Galambos, Councilmember John Paulson, Councilmember Dianne Fries, Councilmember Chip Collins, Councilmember Gabriel Sterling, Councilmember Tibby DeJulio, and Councilmember Karen Meinzen McEnerny.

2. Review and Validation of City Priorities

- A. Public Safety (Police, Fire, E911, EMS)
- B. Transportation
- C. Community Appearance
- D. Parks and Recreation
- E. Economic Development
- F. Downtown Redevelopment

3. Update on Parks and Open Space Needs

4. Update on Economic Development Activities

- A. Economic Development Committee
- B. Apartment Redevelopment

5. Review and Discussion of Downtown Planning Process

6. Update on Communications Infrastructure

7. Other Topics – Open Discussion

- A. Development Review Process – Striking the Right Balance

City Council Retreat

SANDY SPRINGS
GEORGIA

March 27, 2012

Adopted FY2012 Priorities

2



sandyspringsga.gov

Public Safety - Police

3

- Reduce crime
- Improve response time
- Increase traffic enforcement
- Begin planning for permanent location
- Address radio infrastructure deficiencies
- Increase utilization of volunteers

Public Safety – Fire Rescue

4

- Improve response time
- Leverage new technologies to save lives
- Ensure maximum utilization of existing resources
- Maximize opportunities for collaboration (mutual aid agreements)

Public Safety – E-9-1-1

5

- Identify opportunities to reduce general fund subsidy
- Analyze operations to improve response times

Public Safety – EMS

6

- Look for ways to improve response time
- Maintain strong working relationship with RMS
- Ensure high level of training for staff

Transportation

7

- Complete pavement condition index evaluation
- Adopt bike lane standards
- Maintain strong working relationship with GDOT
- Continue to invest in sidewalk infrastructure
- Continue to expand bike infrastructure
- Maximize use of technology to improve traffic flow
- Hammond Drive widening

Community Appearance

8

- Focus on improving dilapidated commercial and multi-family properties
- Reduce clutter (signs)
- Improve communication to property owners regarding Community Appearance standards
- Assessment of effectiveness of code enforcement program
- Improve graffiti removal

Recreation and Parks

9

- Complete construction of Morgan Falls Road improvements
- Complete purchase and design of Old Riverside property
- Identify properties for additional active recreation opportunities
- Continue improvements at Lost Corner Park (parking, trail, house stabilization)
- Continue construction at Abernathy Greenway
- Tennis Center improvements

Stormwater

10

- Continue to repair and improve stormwater infrastructure
- Evaluate opportunities for regional detention that maximizes ROI (multi-purpose)
- Ensure compliance with MS4 requirements

Economic Development

11

- Develop image and brand for Sandy Springs
- Continue collaborative efforts with PCID, SSPC and Dunwoody Chamber
- Improve office vacancy rates
- Consider purchase of outdated apartments for redevelopment or park use
- One-stop-shop for starting business in Sandy Springs

Downtown Redevelopment

12

- Utilize public investment as a catalyst for redevelopment
- Complete and adopt downtown master plan and design standards



FY2013 Priorities

13

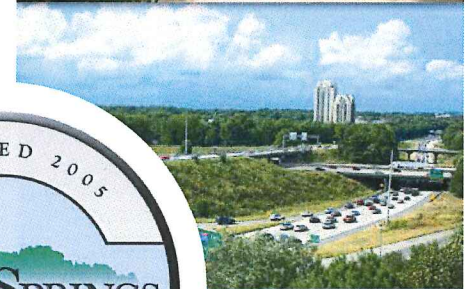


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DISCUSSION



Network =
HSSOUTSIDE
Password=
heritageout



RECREATION & PARKS DEPARTMENT

Park and Open Space Inventory and Needs



Recreation & Parks Department

- City park inventory and acreage
- City undeveloped park land and acreage
- Non-city Facility usage inventory and acreage
- National Parks Service inventory acreage
- Private and other agency leisure activity listing
- Open National Recreation and Parks Space Standards Guidelines
- City comparison to Standards Guidelines
- Recommendations

City Park Listing and Acreage

Park Name	Address	Zip Code	Acreage	Recreational / Park Information
Abernathy Park	254 Johnson Ferry Rd	30328	3.679	(2) Tennis Courts, Playground, Picnic Tables, Arts Center; 404-303-6172 Property leased from Fulton County; Art Center managed by FC Arts Council
Allen Rd Park	5900 Lake Forest Drive	30328	3.042	Playground, Multipurpose Court, Walking Trail, Basketball Court, Picnic areas, Soccer Field
Big Trees Forest Preserve	7645 Roswell Road	30350	40.67	Nature trails, Trees, Plant and Wildlife Sanctuary
Grace Park	384 Mount Paran Road	30327	0.455	Land locked mini-park within community, has Gazebo (no future plans to develop further)
Eagle Park	940 Mt. Vernon Rd	30328	.5	
Ed Morey Pocket Park	640 Spalding Drive	30328	0.133	Land locked landscape island in community cul-de-sac (no future plans to develop further)
Hammond Park - Gym Hammond Park – Round Building	705 Hammond Drive 6005 Glenridge Drive	30328	13.708	Multipurpose Bldg., Game Room, Soccer Field, (2) lighted Tennis Courts, Basketball Courts, 2 Picnic Pavilions, Playgrounds, Gymnastics Center Restrooms;
Island Ferry Park	8850 Roberts Road	30350	11.46	Wooded hiking trail
Morgan Falls Overlook Park	200 Morgan Falls Rd	30350	27.81	Bluff overlooking Morgan Falls Dam. Historic Chimney, Playground, Large Pavilion w/fireplace, 21 Porch Swings, Fire Pit
Morgan Falls River Park / Dog Park	100 Morgan Falls Rd	30350	3.42	Kayak and canoe rentals, fenced dog area
Morgan Falls Ball Fields	450 Morgan Falls Rd	30350	27.26	Baseball fields, T-ball fields, Football field, Picnic Pavilions, Playgrounds , Concession Stands, Restrooms;
Ridgeview Park	5200 South Trimble Rd	30342	20.72	Nature trails, Picnic Pavilion, Playground
Sandy Springs Historical Park (Heritage Sandy Springs)	6075 Springs Circle	30328	4.87	William-Payne House, Bandstand, Walking trail, Boardwalk
Sandy Springs Tennis Center	500 Abernathy Road	30328	24.36	Clubhouse, Pro Shop, Locker rooms, lighted Tennis Courts, Jogging trail, Restrooms

Total City Developed Park Acreage = 182.087

Undeveloped City Park Land

Park	Address	Acreage	Recreational/Park Information
Abernathy Greenway		23.329	Undeveloped
Johnson Ferry Rd Greenspace	6880 Riverside Dr	4.133	Undeveloped
Lost Corner Preserve	99 Dalrymple	21.95	Undeveloped

Total City Undeveloped Park Acreage = 49.412

Total City Park Acreage = 231.499

Non-City Facility Usage Acreage Inventory

Facility/Park Name	Address	Acreage	Recreation/Park Information
Lake Forest Elementary	5920 Sandy Springs Circle	14.9	Gymnasium, Class rooms, Athletic Field
High Point Elementary	520 Greenland Rd NE	10	Gymnasium, Class rooms, Athletic Field
Ison Springs Elementary	8261 Ison Rd	22.6	Gymnasium, Class rooms, Athletic Field
Dunwoody Springs Elementary	8100 Roberts Drive	21.6	Gymnasium, Class rooms, Athletic Field
Woodland Elementary	1130 Spalding Drive NE	19.6	Gymnasium, Class rooms, Athletic Field
Sandy Springs Middle School	8750 Colonel Drive NE	31.92	Gymnasium, Class rooms, Athletic Field
North Springs High School	7447 Roswell Rd	36.2	Gymnasium, Class rooms, Athletic Field
Hitson Memorial Activities Center	85 Mt. Vernon Hwy	3	Gymnasium, Class rooms, Parlor Room, Art Room

Total Non-City Acreage Under Contract = 160 acres

National Parks Service Areas

- Island Ford National Recreation Area 329.09 acres
- Chattahoochee Blue Trail 48 miles
- Holcomb Bridge National Recreation Area 37.54 acre
- Powers Island National Recreation Area 93.52 acres
- East Palisades National Recreation Area 389.81 acres

Total N.P.S = 849.96 acres

Facility Planning Standards

Standards governing the provision of various recreation facilities are developed to include both active and passive facilities. These standards were developed using the NRPA facilities standards as a baseline, and modifying them based upon what is known by the RPD staff regarding participation and utilization. These “Sandy Springs – specific” standards are based upon the potential level of service for particular types of facilities, including ball fields, multi-purpose fields, tennis courts, playgrounds, indoor space etc. Standards do not exist for all types of active and passive facilities.

As stipulated in the 2007 Recreation and Parks Master Plan the National Recreation and Parks Association’s local close-to-home space guidelines recommend 6.25 to 10.50 acres per 1,000 persons.

Vacant land suitable for the development of larger parks (30+ acres parcels) does not exist, and in all probability will not exist on a wide scale during the planning period within the present corporate limits of Sandy Springs. Input derived from the public informational meetings, the website survey, stakeholder interviews and from small group workshop indicate that most likely the city will rely on a combination of neighborhood parks, community parks and linear parks to meet recreational demands.

Grand Total Leisure Owned or Provided through Contract Acreage in Sandy Springs = 391.319

Total N.P.S = 849.96

Total Greenspace/Parks provided for City of Sandy Springs = 1,241.28 acres

6.25 acres per 1,000 population

6,250 acres total COSS = 96,000 population

6,250 – 1,241.28 = 5,008.72 acres needed

City Comparison to Standards Guidelines

Sandy Springs compared to National Recreation & Parks Standards based on 96,000 population

Activity	Sandy Springs	Standard	Need
Soccer Fields/Other providers	3 NSHS – 1 Elem/Middle - 6	10	0
Football Fields/Other providers	3 NSHS/SSMS/ DES - 3	5	+ 1
Golf Courses	0 (provided by private)	2	- 1
Swimming Pools/Other providers water play areas	0 HOA pools - 6	5	?

Open Space Standards Guidelines

6.25 acres per 1,000 population is the commonly accepted standard used.

Activity/Facility	No. Of Units Per Population
Badminton – Schools provide	1 per 5,000 – (need 20)
Basketball – Schools provide	1 per 5,000 – (need 20)
Handball – Private sector	1 per 20,000 – (need 5)
Ice Hockey – Private sector	1 Indoor per 100,000 – (need 1)
Tennis – we have 34	1 court per 2,000 – (need 14)
Baseball 1. Official – High School 2. Little League	1 per 5,000 – (need 19) 1 per 30,000 (lighted) – (need 3)
Volleyball – Schools provide	1 per 5,000 – (need 19)
Field Hockey	1 per 20,000 – (need 5)
Football	1 per 20,000 – (need 2)
Soccer	1 per 10,000 – (need 6.6)

Recreation, Park, and Open Space Standards Guidelines

Activity/Facility	No. Of Units Per Population
¼ Mile Running Track – Schools provide	1 per 20,000 – (need 5)
Golf-driving Range – Private sector	1 per 50,000 – (need 2)
Softball	1 per 5,000 – (need 19)
Multiple Recreation Court (basketball, volleyball, tennis)	1 per 10,000 – (need 9.6)
Archery Range – None	1 per 50,000 – (need 2)
Combination Skeet and Trap Field (8 stations) - None	1 per 50,000 – (need 2)
Swimming Pools – Private sector	1 per 20,000 – (need 5)
Golf – Private sector	1 per 25,000 – (need 4)
1. Par 3 (18 holes),	1 per 50,000 – (need 2)
2. 2. 9-hole standard,	
3. 3. 18 hole standard	
Trails – Big Trees, Overlook, Island Ford, Ridgeview, Sandy Springs Tennis Center	1 system per region – (7 miles)
Beach Area	(We wish)

Private and Other Agency Leisure Activity Listing

Additionally there are many other leisure opportunities in the City of Sandy Springs provided by churches, non-profits and private businesses. Examples are:

- Sandy Springs United Methodist Church Youth Basketball
- Act 3 Theater
- Concord Youth Soccer
- Steel Canyon Golf Course
- Sandy Springs Shooting Range
- YMCA programs in schools

Greenprint Sandy Springs

- In 2008 development of a parks and green space conservation plan was jointly funded by the City, Friends of Sandy Springs, the Sandy Springs Conservancy, through a grant from the UPS Foundation, and The Trust for Public Land
- This effort culminated in 2009 with **Greenprint Sandy Springs**
- The plan identified and prioritized three primary goals

Greenprint Sandy Springs - Goal 1



Promote Connectivity

- Connect trails, parks and green space to employment centers, community facilities and neighborhoods
- Create greenways with utility easements and other opportunities

Greenprint Sandy Springs - Goal 2



Increase Recreation Opportunities

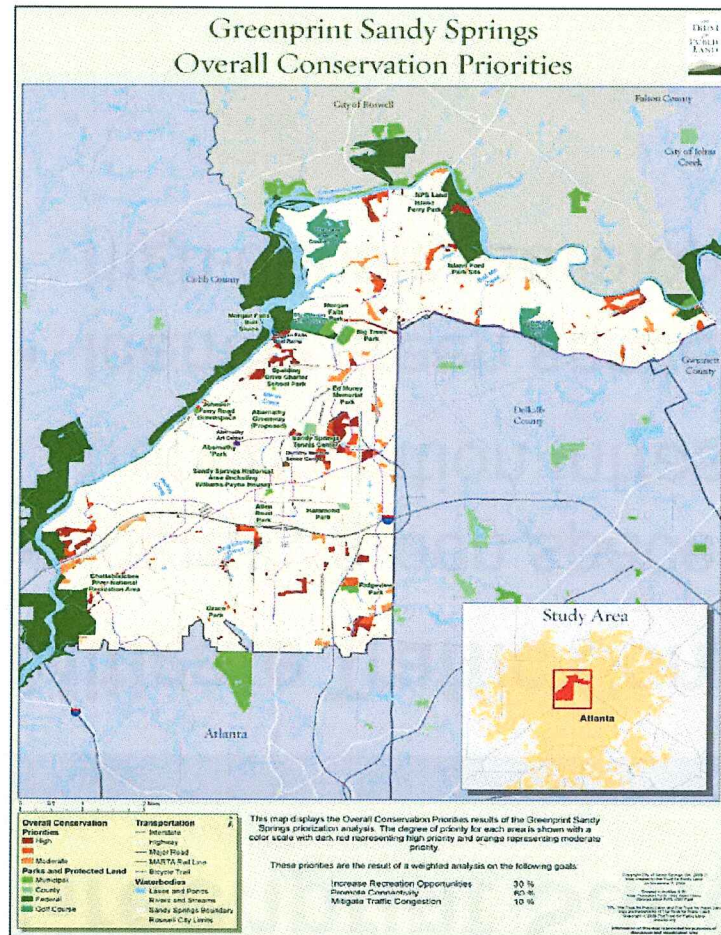
- Improve park equity through even distribution of recreational spaces and facilities for those under the age of 18
- Identify access points to National Park Service sites
- Identify vacant land near schools and churches
- Improve park equity through even distribution of recreational spaces and facilities for those aged 65 and older
- Provide waterfront access and scenic views

Greenprint Sandy Springs - Goal 3

Mitigate Traffic Congestion

- Identify green space opportunities near existing transportation infrastructure
- Identify green space opportunities adjacent to high-density development

Greenprint Sandy Springs



The plan includes maps that show opportunities for acquiring land and achieving green space goals

Recommendations



- Continue to build on IGA efforts with Fulton County School Board (astro turf additional fields).
- Purchase land as needed in prime locations as defined the Greenprint.
- Continue to partner with groups that have facilities we currently do not provide.

Recommendations

- Construct as soon as possible:
 - a. Aquatic Center; spray pads
 - b. Covered Tennis Courts at SSTC for winter play
 - c. Construct park areas to alleviate over-crowding at Overlook Park
 - d. Expand the gymnastics program by adding facility space
 - e. Develop Lost Corner and provide elements as a Nature Preserve
 - f. Construct a Skate Park
 - g. Construct a Dog Park
 - h. Define network of existing sidewalk/ multi-use paths/ greenways to promote connectivity between existing and future recreation resources

ECONOMIC DEVELOPMENT

March 27, 2012



Economic Development Advisory Committee

2

- Meetings are held on the third Thursday of each month
- Chairman is Jim Comerford
- Vice Chairman is Graham McDonald
- Committee is focused on development of the Economic Development Plan and actions that advance Economic Development in Sandy Springs

Economic Development Priorities

3

- Economic Development Plan
 - *Filling empty office and retail space*
 - Improve business climate
 - Create profile and marketing materials
 - Branding, marketing and advertising
 - Business mix analysis
 - Business attraction and recruitment
 - Business retention
 - *Apartment Redevelopment*
 - *City Center Redevelopment*

Apartments Overview

4

- Apartments comprise 1,441 acres of the City's land area
- There are 20,124 apartments in the City, approximately 43% of the housing stock
- 51.4% of all housing units are in multi-family structures (2010 US Census)
- 55.4% Homeownership rate (2009 American Housing Survey)

Apartment Classification

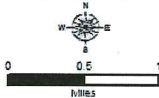
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- **Class A:** Usually less than 10 years old; luxury units; high rents; renters by choice
- **Class B:** 10 – 25 years old; well maintained; some renters by choice, some by necessity; middle class tenant base
- **Class C:** 25 – 40 years old; low to moderate income tenants either lifelong renters or those just starting out
- **Class D:** usually located in lower socioeconomic areas; many government subsidized tenants



City of Sandy Springs
Georgia

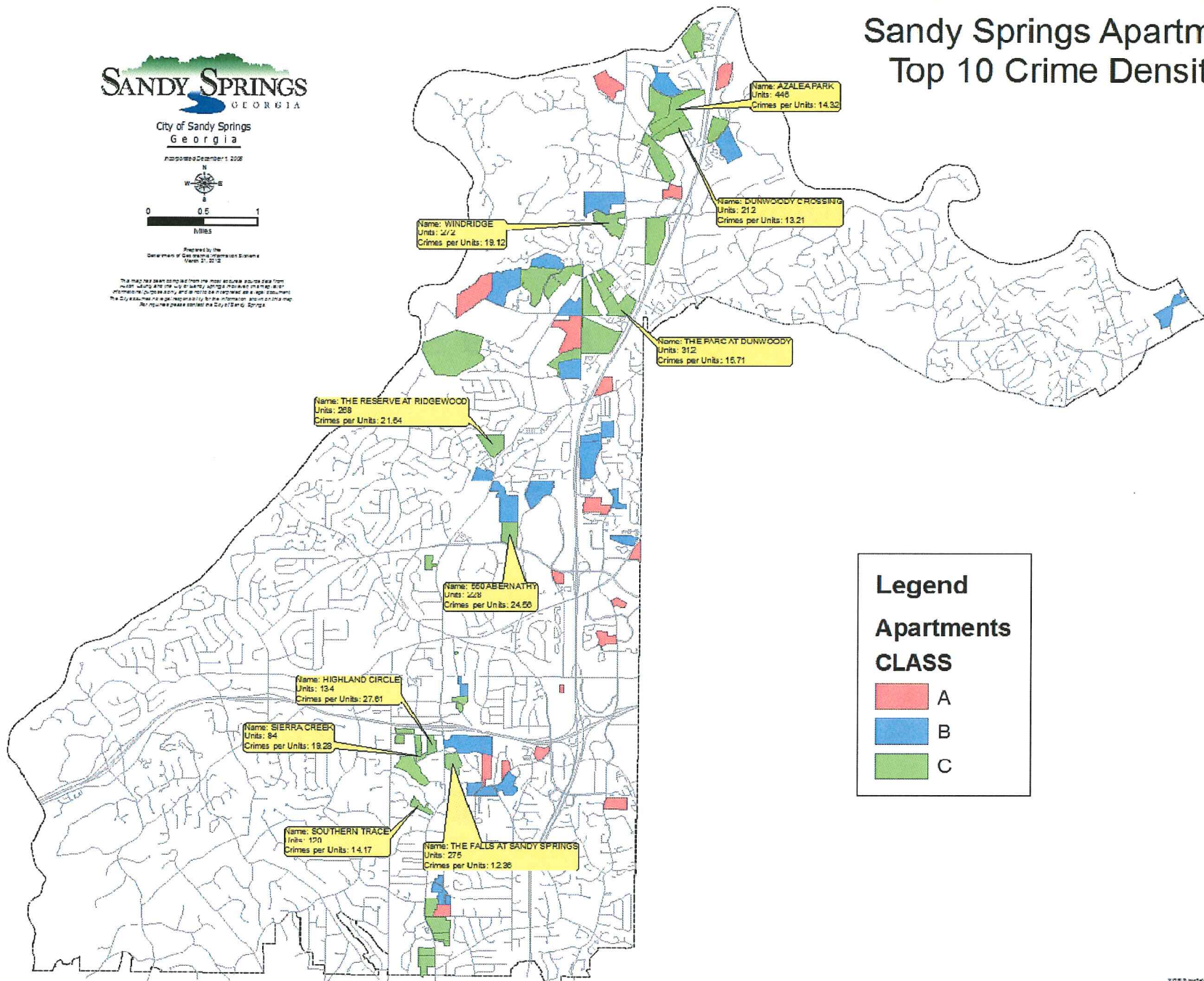
Revised December 1, 2008



Prepared by the
Department of Community Information Systems
March 27, 2012

This map was created using data from the most recent available data from the City of Sandy Springs and the Georgia Department of Transportation. The City of Sandy Springs is not responsible for the accuracy or content of this map. For more information, please contact the City of Sandy Springs.

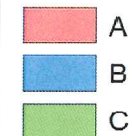
Sandy Springs Apartments Top 10 Crime Densities



Legend

Apartments

CLASS



Top 10 Crime Densities

7

Per 100 units

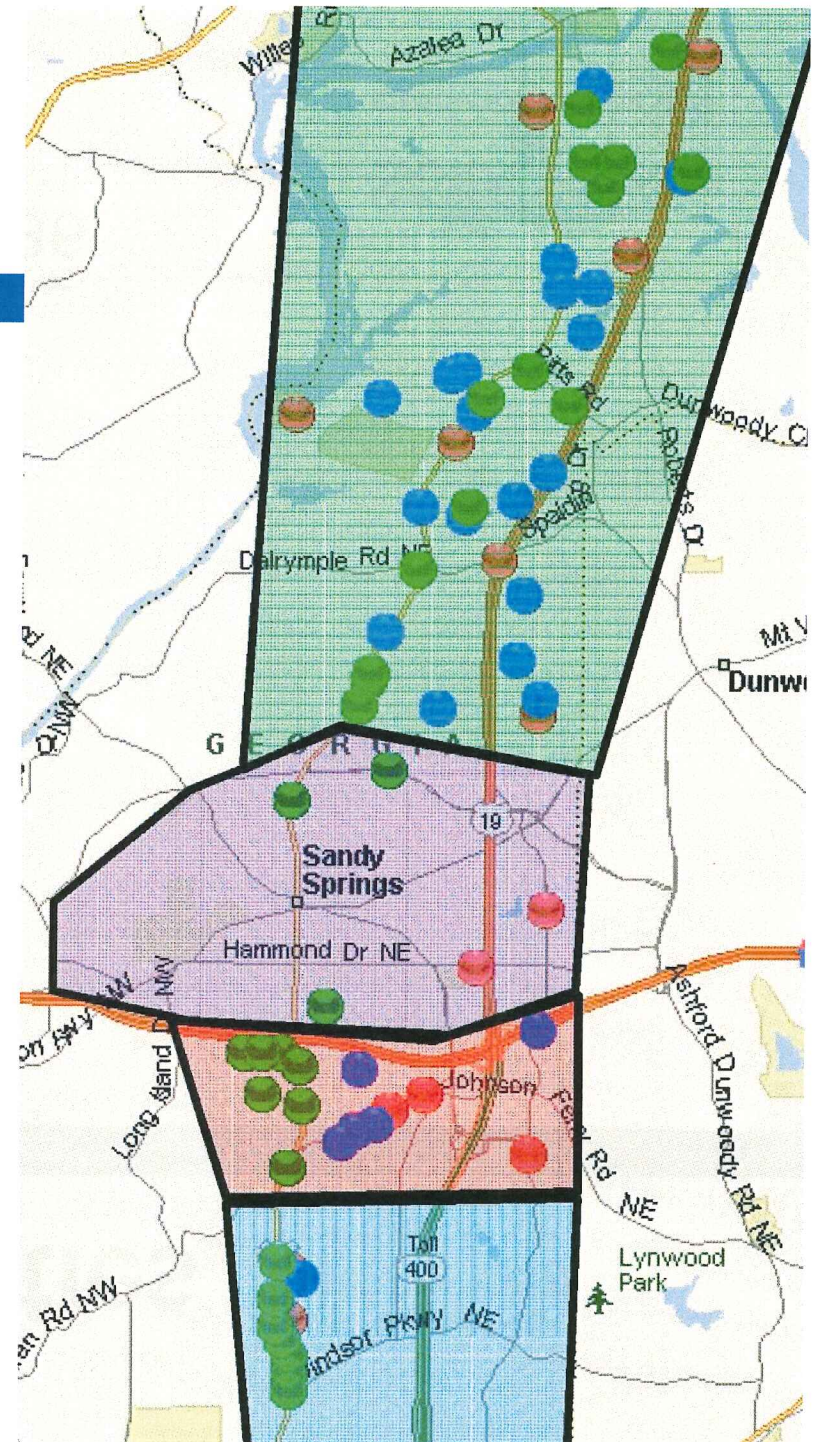
- Highland Circle – 27.61
- 550 Abernathy – 24.56
- Reserve at Ridgewood – 21.64
- Sierra Creek - 19.28
- Windridge – 19.12
- The Parc at Dunwoody – 15.71
- Azalea Park – 14.32
- Southern Trace – 14.17
- Dunwoody Crossing – 13.21
- The Falls of Sandy Springs – 12.36

Redevelopment Factors

8

- Location
- Cost to buy land and raze existing units
- Existing Density
- Future Land Use/
Zoning

Class A ●
Class B ●
Class C ●



Redevelopment of Typical Class C Apartment Complex

9

- 157 units on 8.4 acres (18.7 units per acre)
- Built in 1967
- 2011 Appraised Value \$7,500,000 + demolition cost is \$380,000 = \$7,880,000 total cost
- Future Land Use is Live Work Neighborhood
- Zoning is A-1

Retail Redevelopment Scenario

Class C Apartment Complex

10

- Retail demand: none – 21% vacancy rate
- Land and Demolition Cost \$7,880,000
- Retailer developers will pay \$550,000 per acre, for 8.4 acres

$$\begin{array}{r} \$7,880,000 \\ - \$4,620,000 \\ \hline = \$3,260,000 \end{array}$$

Office Redevelopment Scenario

Class C Apartment Complex

11

- Office demand: none – 25.8% vacancy rate
- Land and Demolition Cost \$7,880,000
- Office developers will pay \$450,000 per acre, for 8.4 acres

\$7,880,000

- \$3,780,000

= **\$4,100,000**

Industrial Redevelopment Scenario

Class C Apartment Complex

12

- Industrial demand: low – 13.9% vacancy rate
- Land and Demolition Cost \$7,880,000
- Industrial developers will pay \$120,000 per acre, for 8.4 acres

\$7,880,000

- \$1,008,000

= **\$7,889,200**

Single Family Redevelopment

Scenario Class C Apartment Complex

13

- Single Family demand: low but stabilizing
- Land and Demolition Cost \$7,880,000
- Single family developers will pay \$450,000 per acre, for 8.4 acres

\$7,880,000

- \$3,780,000

= **\$4,100,000**

Townhouse Redevelopment Scenario

Class C Apartment Complex

14

- Townhouse demand: for rent –high, for sale - low but stabilizing
- Land and Demolition Cost \$7,880,000
- Townhouse developers will pay \$600,000 per acre, for 8.4 acres

$$\begin{array}{r} \$7,880,000 \\ - \$5,040,000 \\ \hline = \$2,840,000 \end{array}$$

Apartment Redevelopment Scenario

Class C Apartment Complex

15

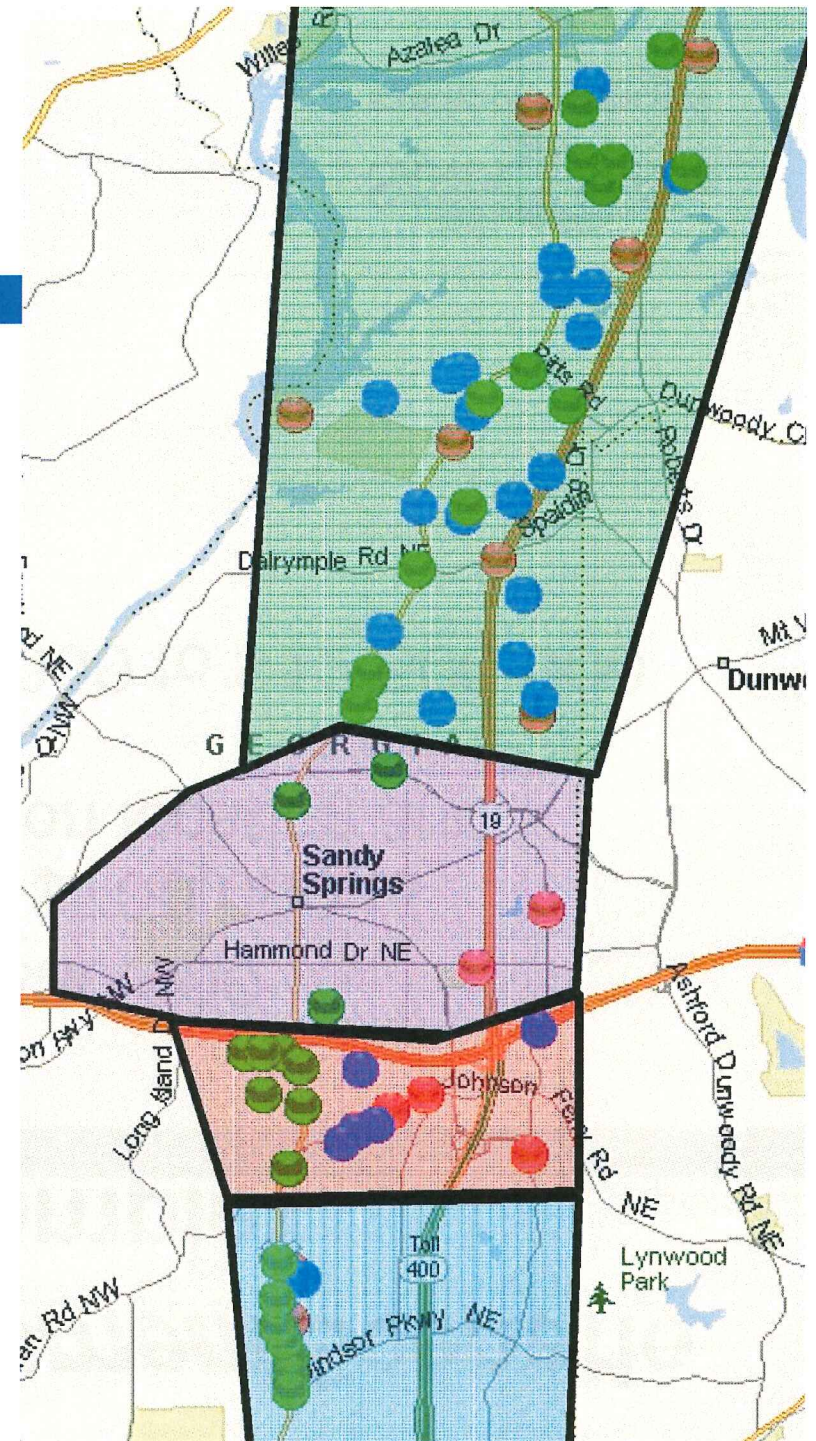
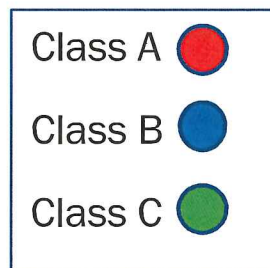
- Apartment demand: high
- Land and demolition cost \$7,880,000
- Apartment developers will pay \$700,000 to 1,500,000 per acre (depends on location and zoning)
- For 8.4 acres will pay \$5,880,000 to \$12,600,000 (average \$9,240,000)

$$\begin{array}{r} \$7,880,000 \\ - \$9,240,000 \\ \hline = \$1,360,000 \end{array}$$

What is more likely to redevelop?

16

- Closer in properties
- Higher allowed densities – 50 - 60 units per acre (midrise construction with parking deck)
- Higher rents (\$1.40 to \$1.60 per square foot)
- Walkable environment
- Supportive zoning



Public Policy Considerations

17

- **Factors that influence redevelopment**
 - Location
 - Cost
 - Allowable densities
 - Rent yield

- **Likelihood of redevelopment is low without:**
 - Regulatory changes
 - Incentives
 - Purchasing property

Sandy Springs City Center Master Plan & LCI Update



INTERVIEW | FEBRUARY 23, 2012

GOODY
CLANCY

ARCHITECTURE
PLANNING
PRESERVATION

WITH

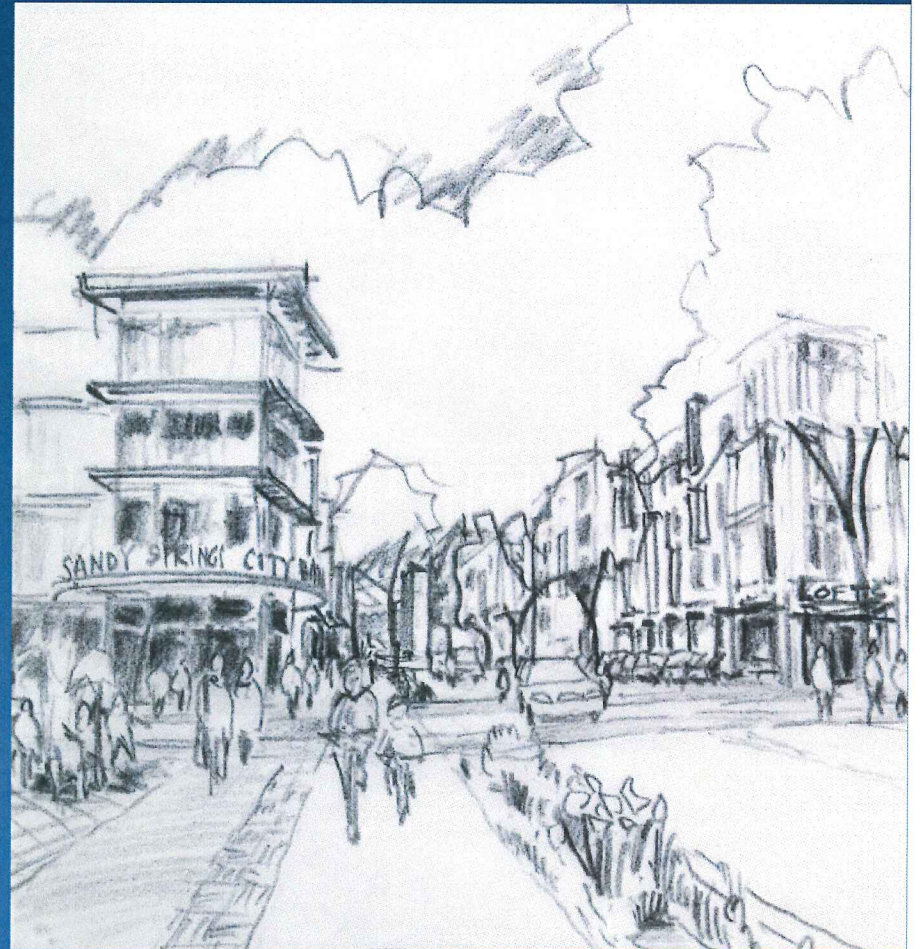
Kimley-Horn | W-ZHA | Zimmerman/Volk

Agenda

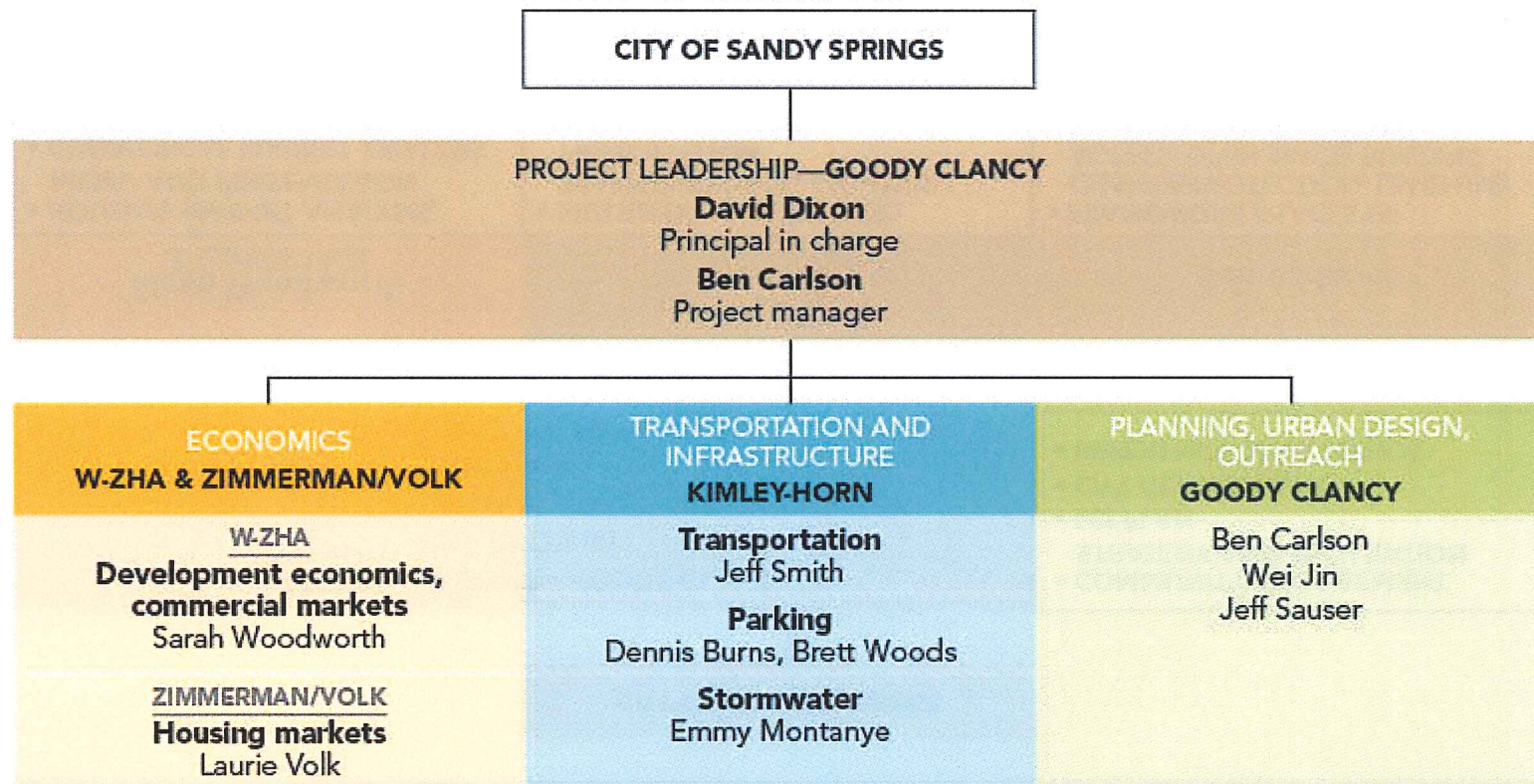
1. Overview
2. Consultant team
3. Sandy Springs: opportunities and challenges
4. Lessons learned from other work
5. Creating a new downtown for Sandy Springs

OVERVIEW: CREATING A DOWNTOWN CAN BE ABOUT...

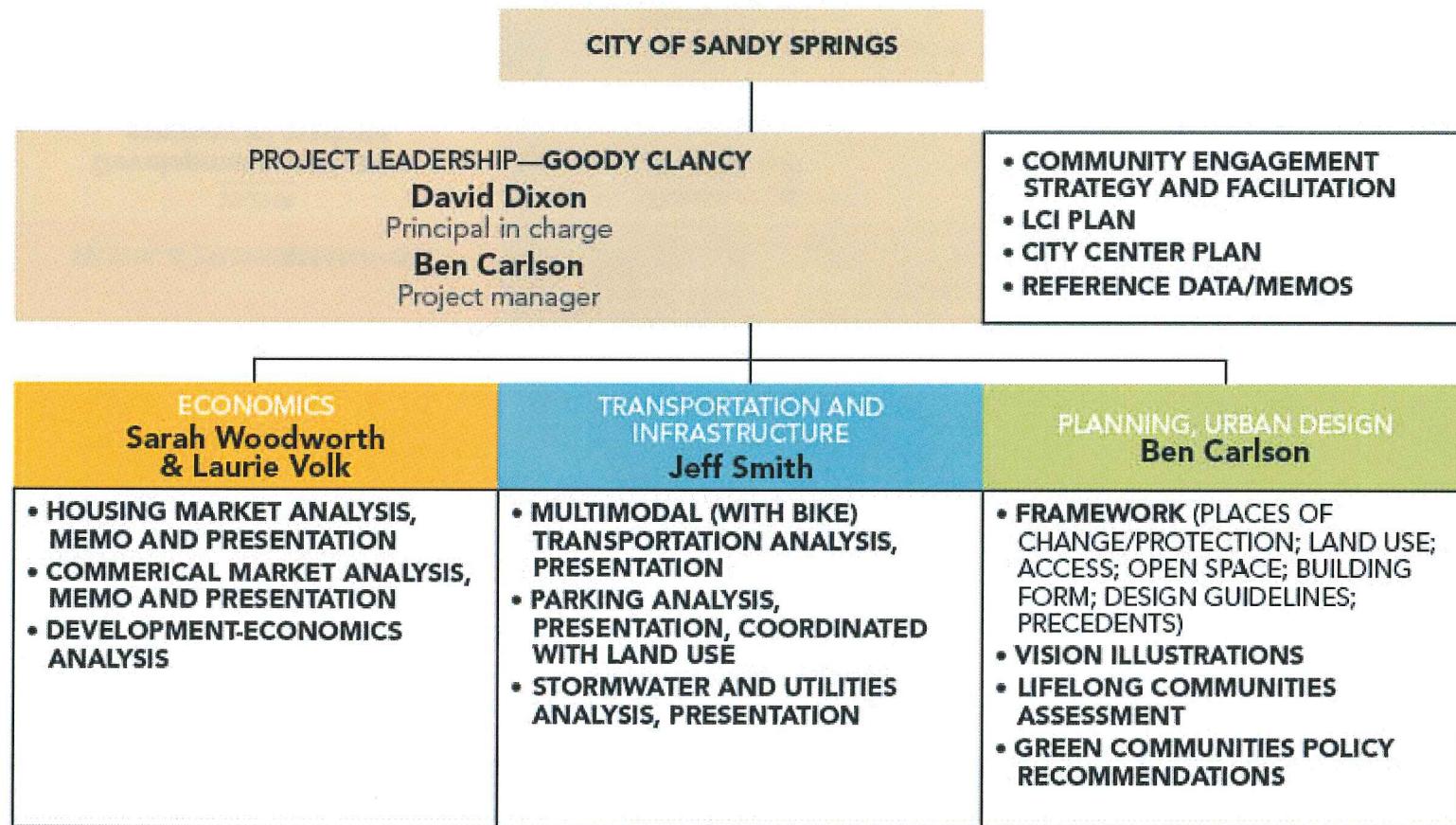
- Engaging in a community-wide discussion
- ...about how to grow
- ...and create vibrant new mixed-use neighborhoods (not developments), parks, mixed-use environments
- ...that embody a range of “personalities”
- ...and create a new “heart” that enriches Sandy Springs civically, socially, culturally... and economically



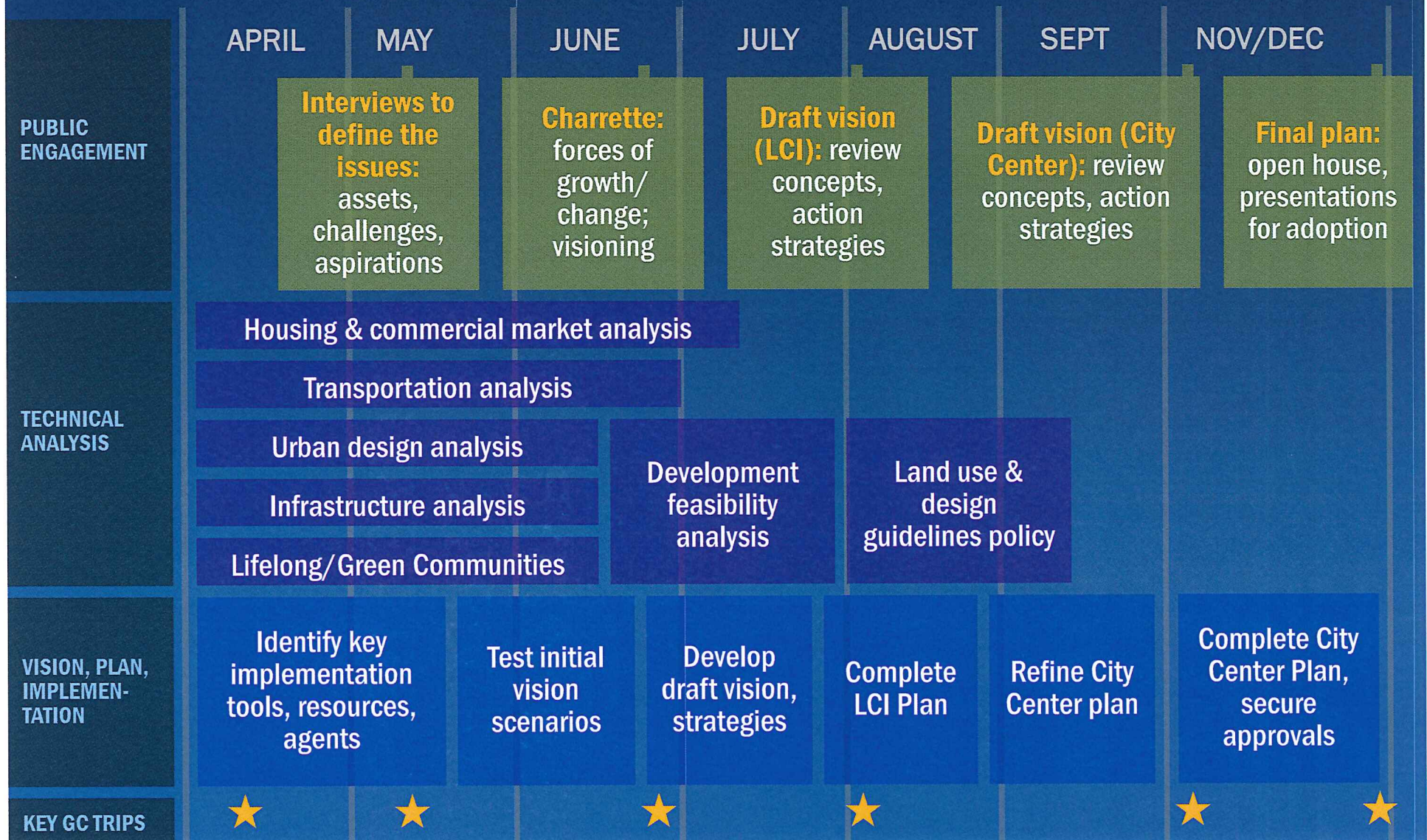
TEAM



Deliverables



CREATING A NEW CENTER: developing a community-based plan



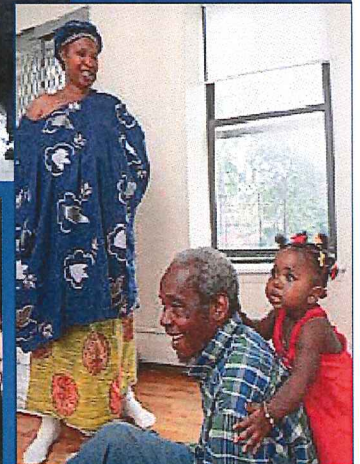
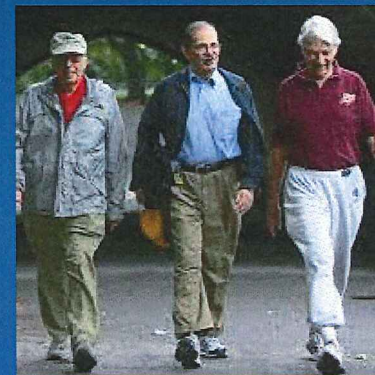
SANDY SPRINGS: OPPORTUNITIES AND CHALLENGES



Silver Spring, MD... new downtown

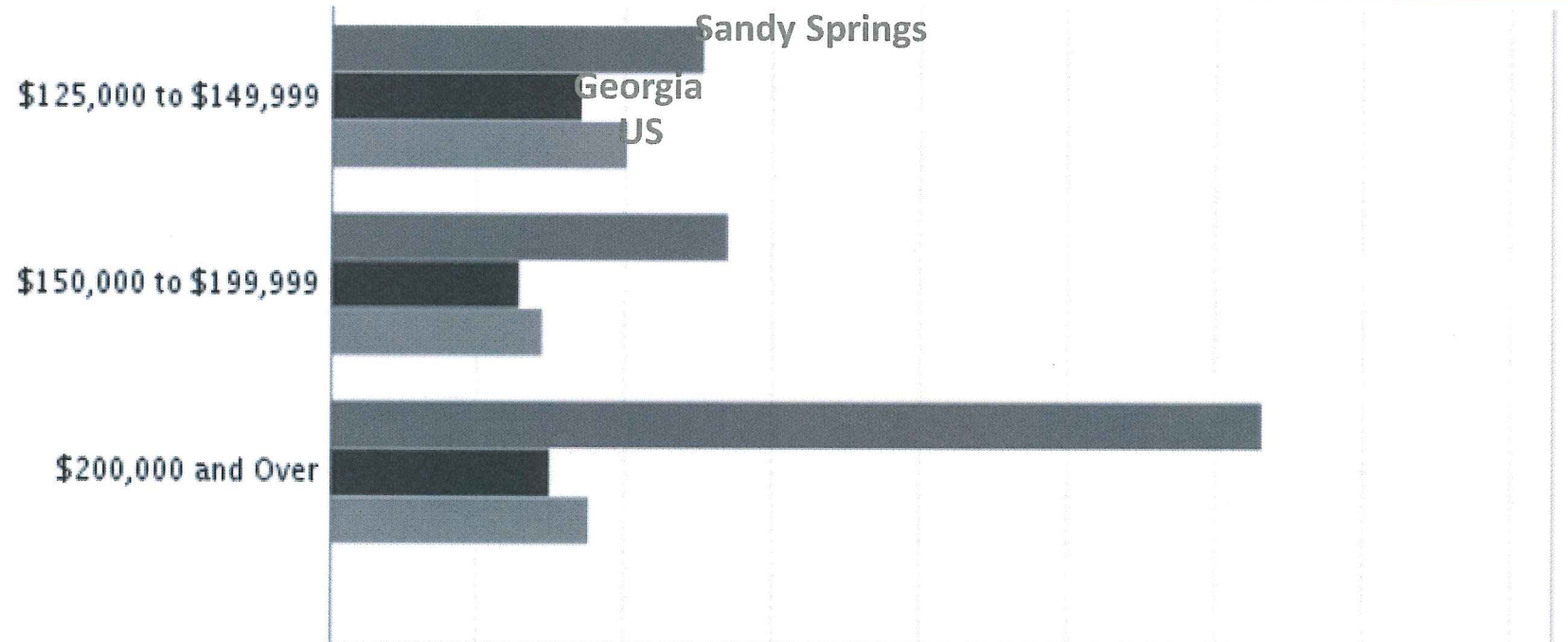
National and Atlanta area trends set the stage for creating new town centers...**demographics**

- Married couples with children—less than 22% of households.
- Traditional (one-worker) families—less than 10% of households.
- **Singles and couples—roughly 60%+ of all Atlanta area households.**
- Non-family households outnumber traditional families in the suburbs.



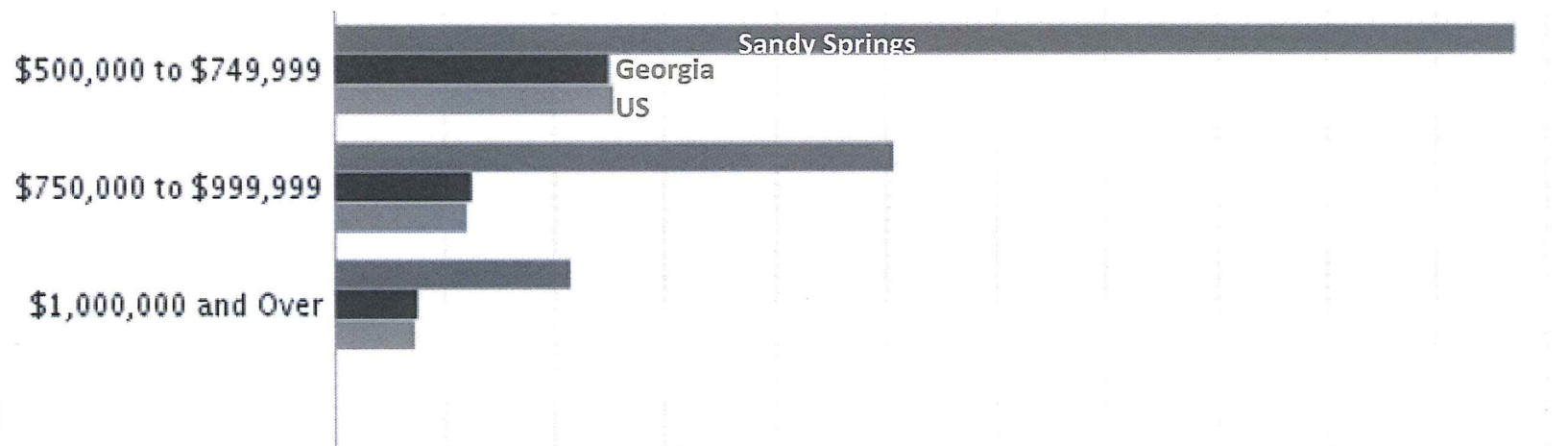
DATA : LAURIE VOLK,
ZIMMERMAN/VOLK

Sandy Springs embodies these trends...and related opportunities...in income



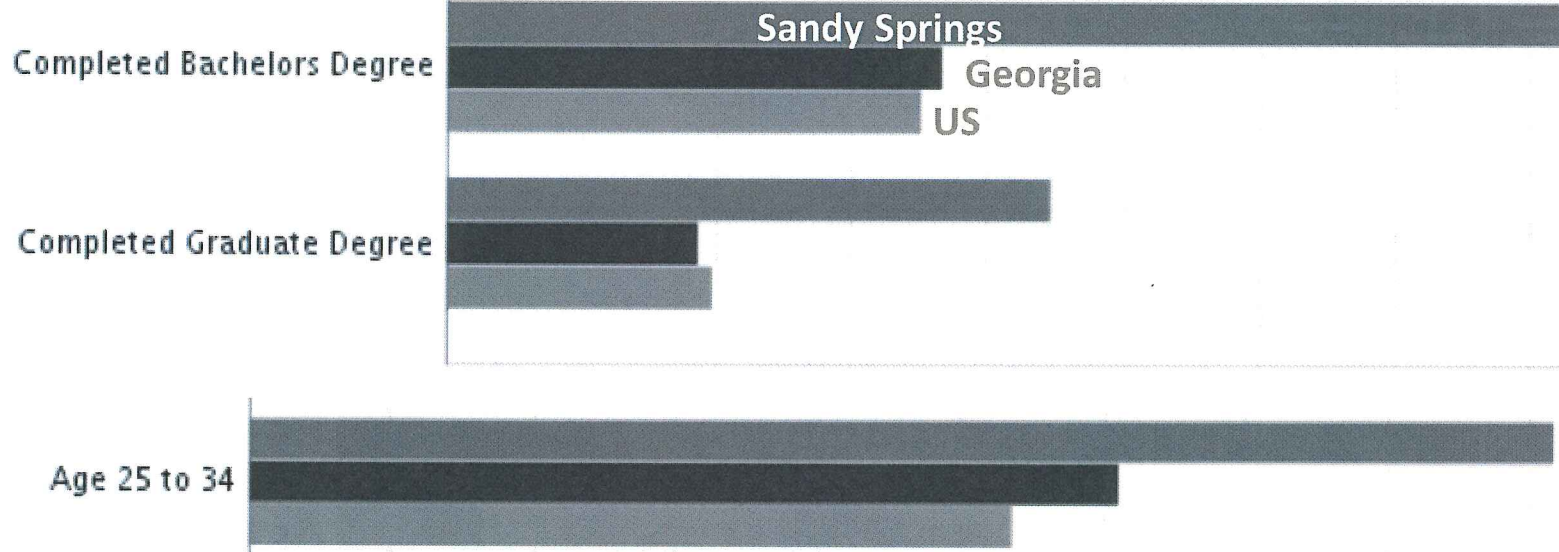
Provided by: CLRSearch.com

...and housing values



Provided by: CLRSearch.com

...and especially educated, younger households



Provided by: CLRSearch.com

Housing demand in the US...and Atlanta region...is shifting to walkable, mixed-use environments

DEMAND FOR
LARGE-LOT,
SUBURBAN
HOUSING

200



203



DEMAND FOR
SMALL-LOT,
URBAN
HOUSING
200



203



Jobs and investment: competition is growing for knowledge workers, who follow lifestyles, not jobs

“Job #1 for every region is to build a more diverse economy...and educated, creative workers are the key.”

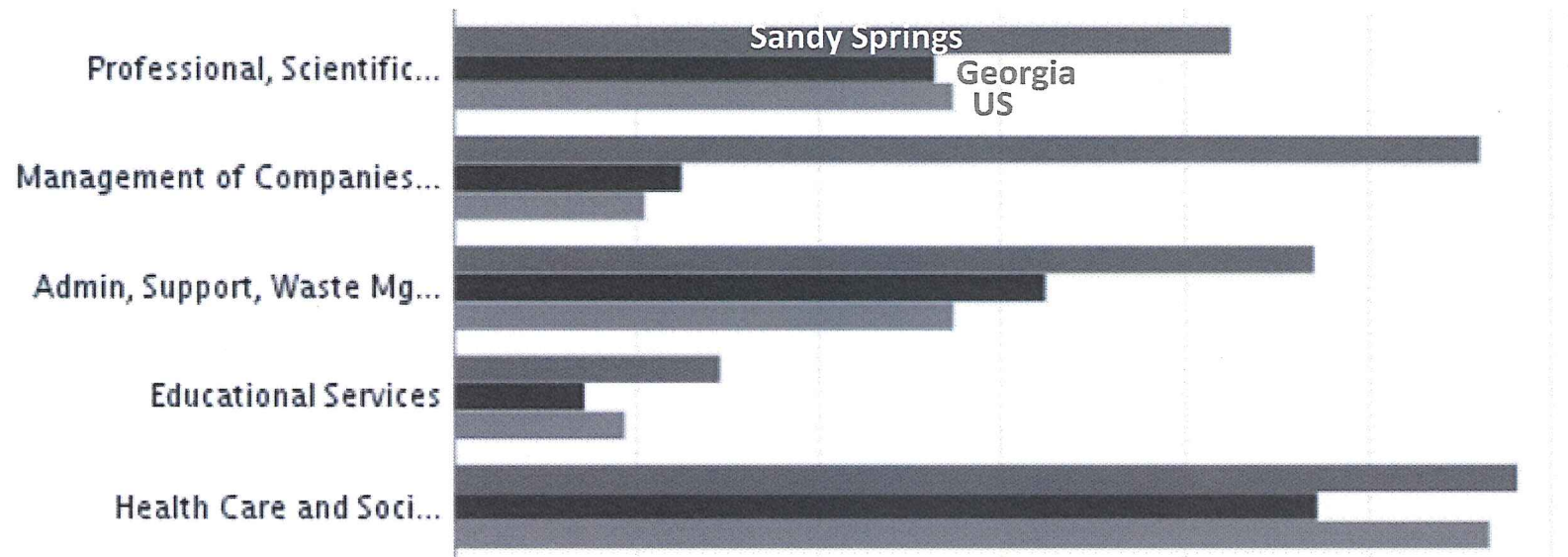
>> CEOs FOR CITIES

Roughly two-thirds of educated, creative workers under 35 seek communities that support their lifestyles.

>> CEOs FOR CITIES

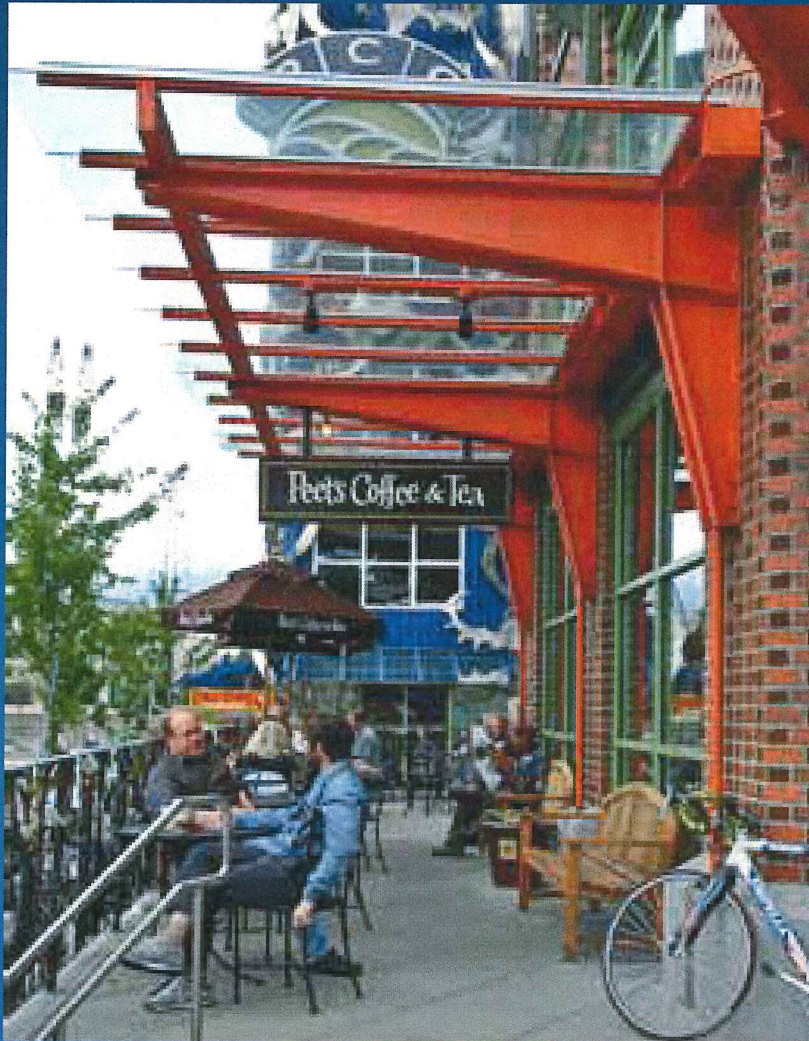


Sandy Springs: a knowledge, innovation-based economy



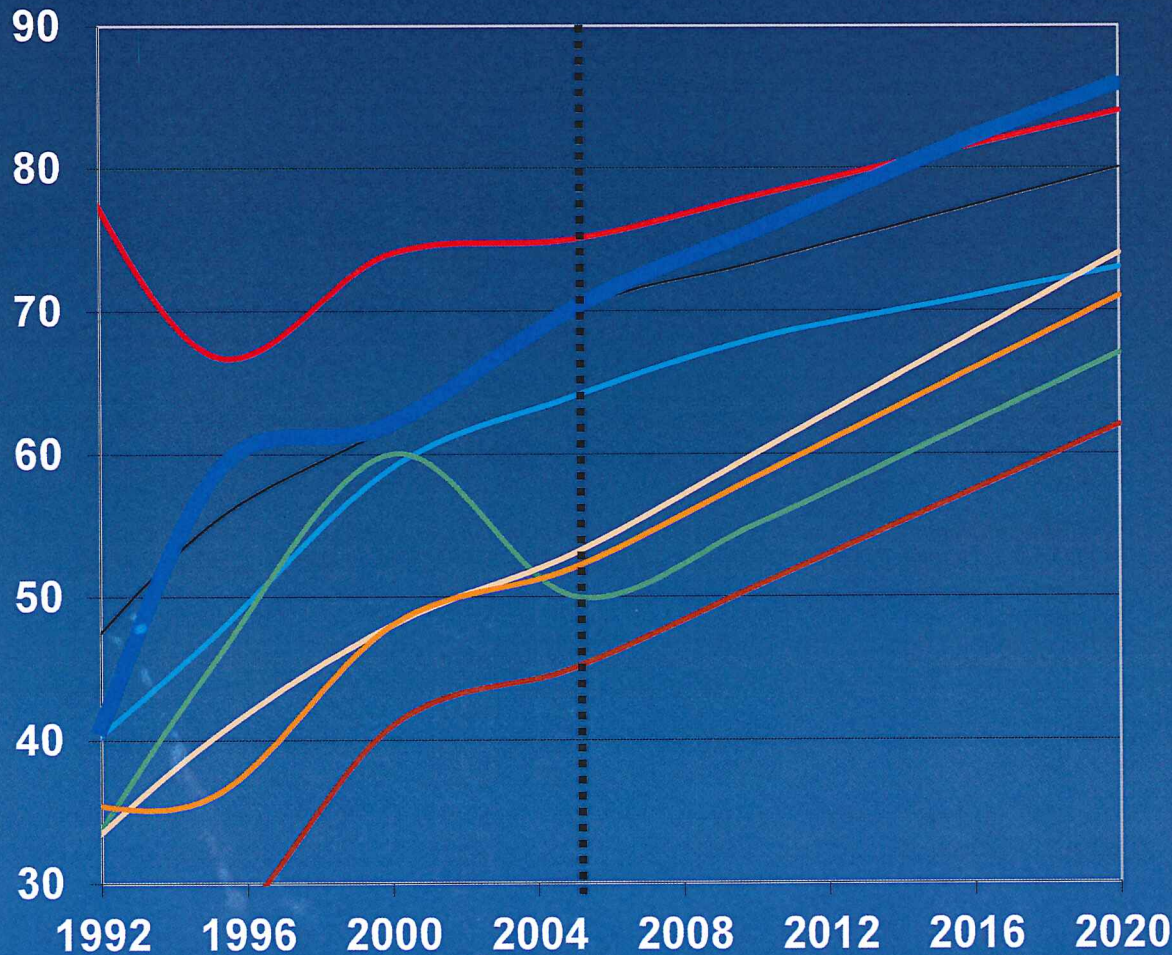
Provided by: CLRSearch.com

Walking to work and lively, walkable retail and entertainment are magnets for jobs, investment



Traffic: congestion is costing jobs

Annual delay hours per commuter



ESTIMATE

- Atlanta
- Charlotte**
- Dallas
- Denver**
- Miami
- Phoenix**
- San Francisco**
- Washington D.C.**

Congestion threatens Atlanta's competitive advantage over other major metropolitan regions

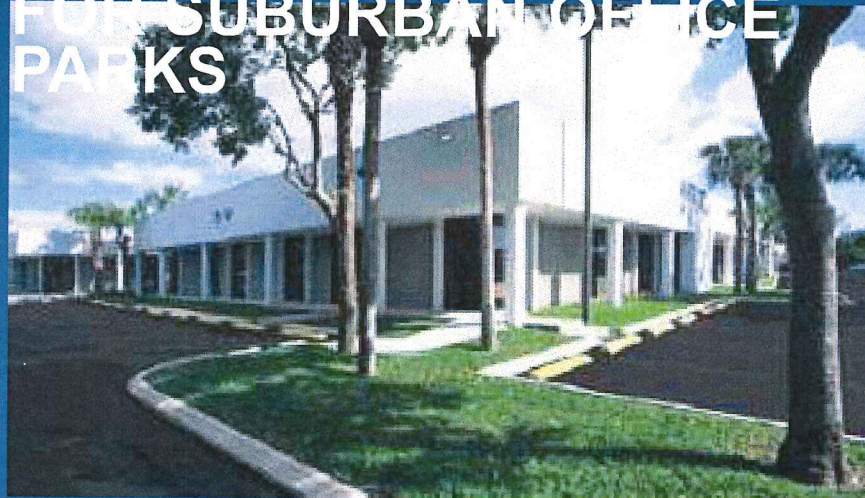
* Behind only Los Angeles

** Projected trends

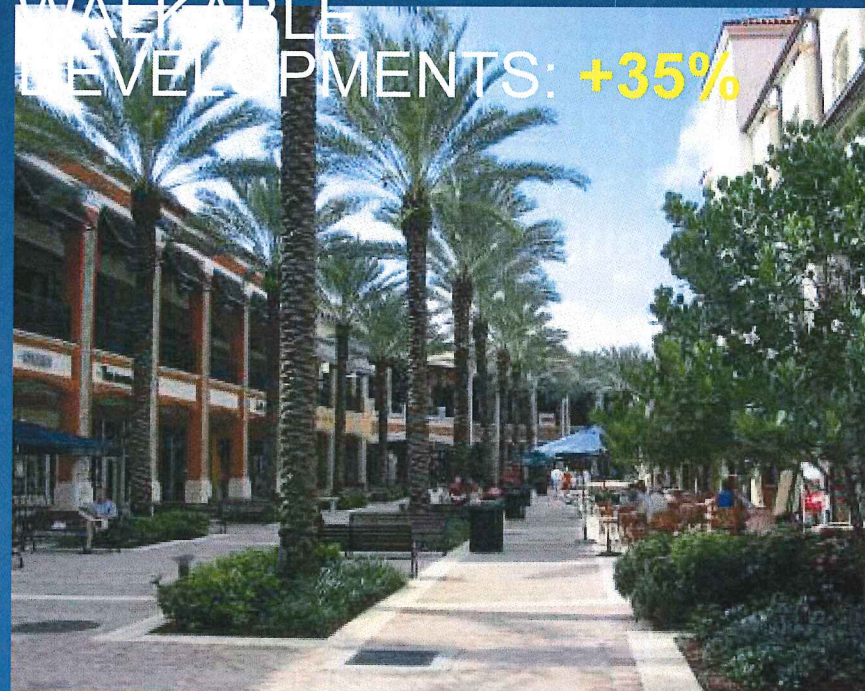
Source: Texas Transportation Institute, Atlanta Regional Commission, Miami-Dade MPO Transportation Plan to the Year 2030, Dallas-Ft. Worth MPO

Real estate markets: end of one-size fits all markets as mixed-use adds value

GROWTH IN RENTS 2000-2007
FOR SUBURBAN OFFICE
PARKS

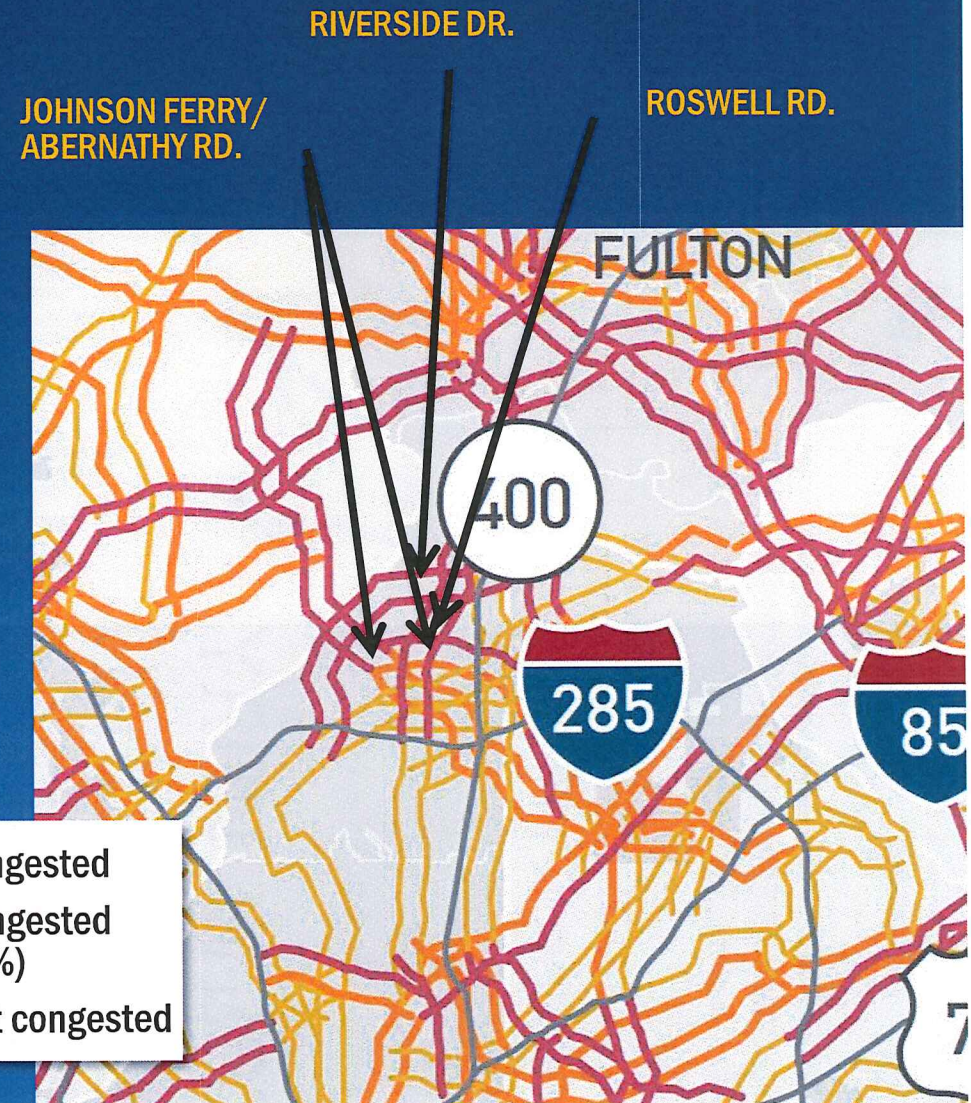


RELATIVE GROWTH IN
RENTS 2000-2007
FOR MIXED-USE,
WALKABLE
DEVELOPMENTS: **+35%**



Sandy Springs would benefit from a new generation of **transportation** choices

- 3 roadways in/near the study area rank among the top 10% of Metro Atlanta's most-congested
- Limited route alternatives
- Need to build cultures of walking, biking, using transit
- Compact development could improve Roswell Road access to Metro



- Reduce negative impacts on infrastructure, environment, costs
- Enhance market positioning
- Add choices that support quality of life



**84% of Sandy Springs
resident workforce
commutes out of town.**

Sustainability and health: opportunities to foster environmental and personal health

- Making stormwater an amenity, not a danger
- Enhancing public health by making walking inviting and safe
- Improving air quality with energy-efficient transport and buildings
- Reducing heat-island effect with forest canopy, parks, green rooftops

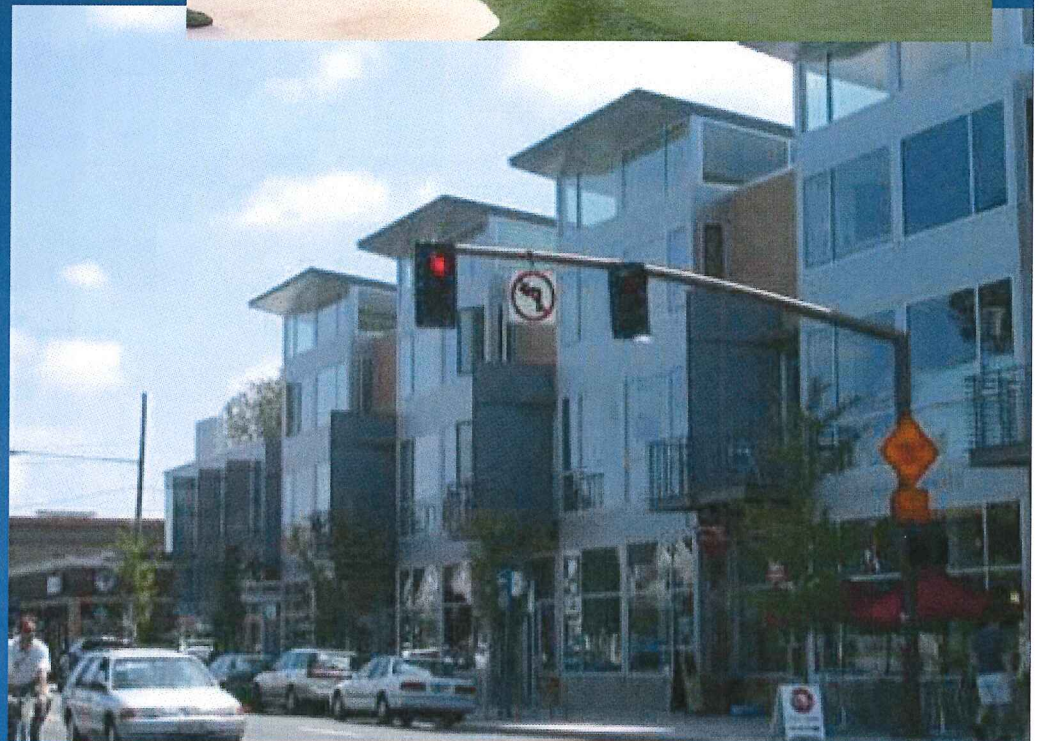


CHATTAHOOCHEE RIVER FLOODING, 2009

	WALKABLE TRANSIT-SERVED	TRADITIONAL SUBURBAN	EXURBAN
			
Auto travel per year per household (miles)	5,000–10,000	10,000–15,000	20,000–25,000
CO2 emissions	~.33	~.67	1.00

Synergy: new preferences...for living

- 1990...
 - Golf courses
 - Large backyards
 - Homogeneity
 - Escape from work
 - Convenient auto access
- 2012...
 - Main streets
 - Transit
 - Diversity
 - Live near work
 - Assumption of personal responsibility for sustainability



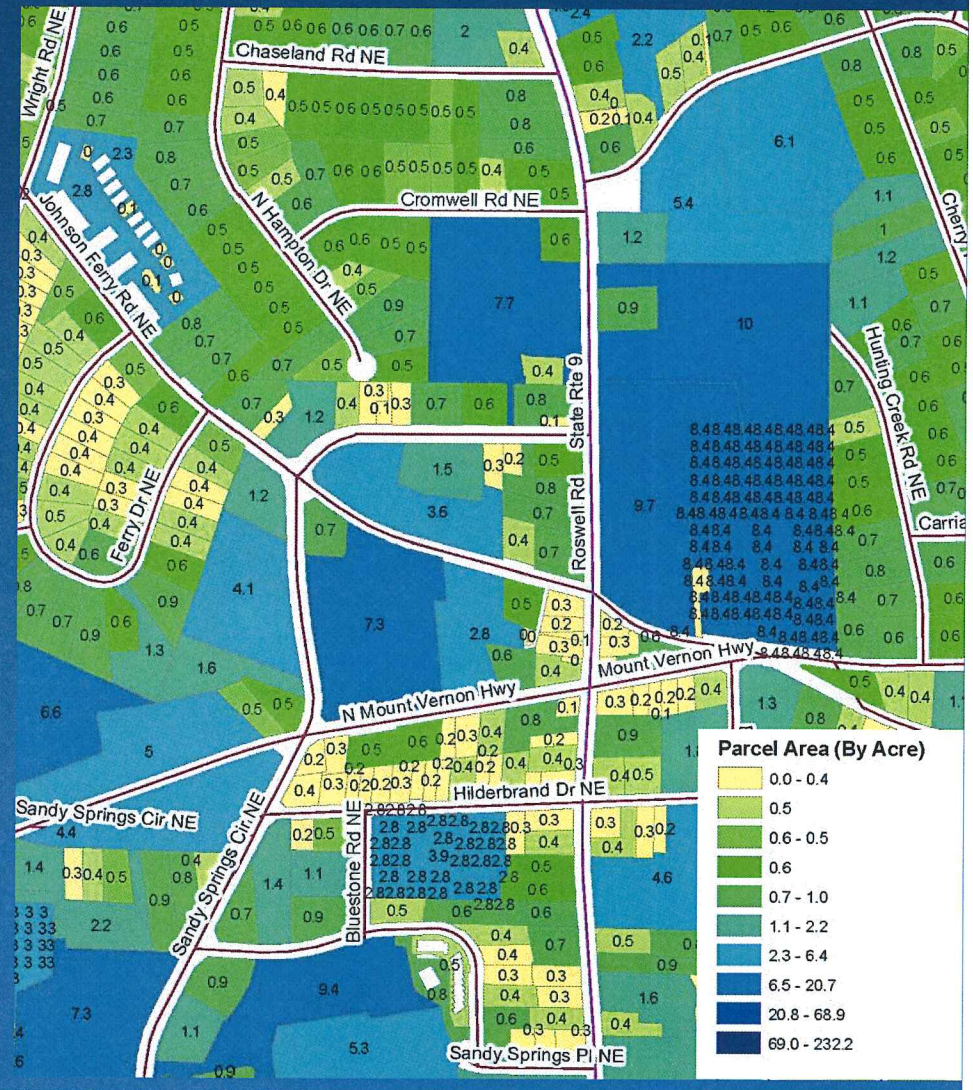
...and working

- 1990...
 - Office parks
 - Convenient auto access
 - Convenient parking
 - Escape to home
 - Prestige address
- 2012...
 - Main Streets
 - Transit
 - Live near work
 - Walkable environment
 - Fun



Major impediments

- Sufficient civic value to merit community support
- ...and economic value to trigger redevelopment
 - Large, fragmented sites
 - Willing, unwilling owners
- Traffic
- Fit with adjacent neighborhoods
- Fiscal issues
- Placemaking



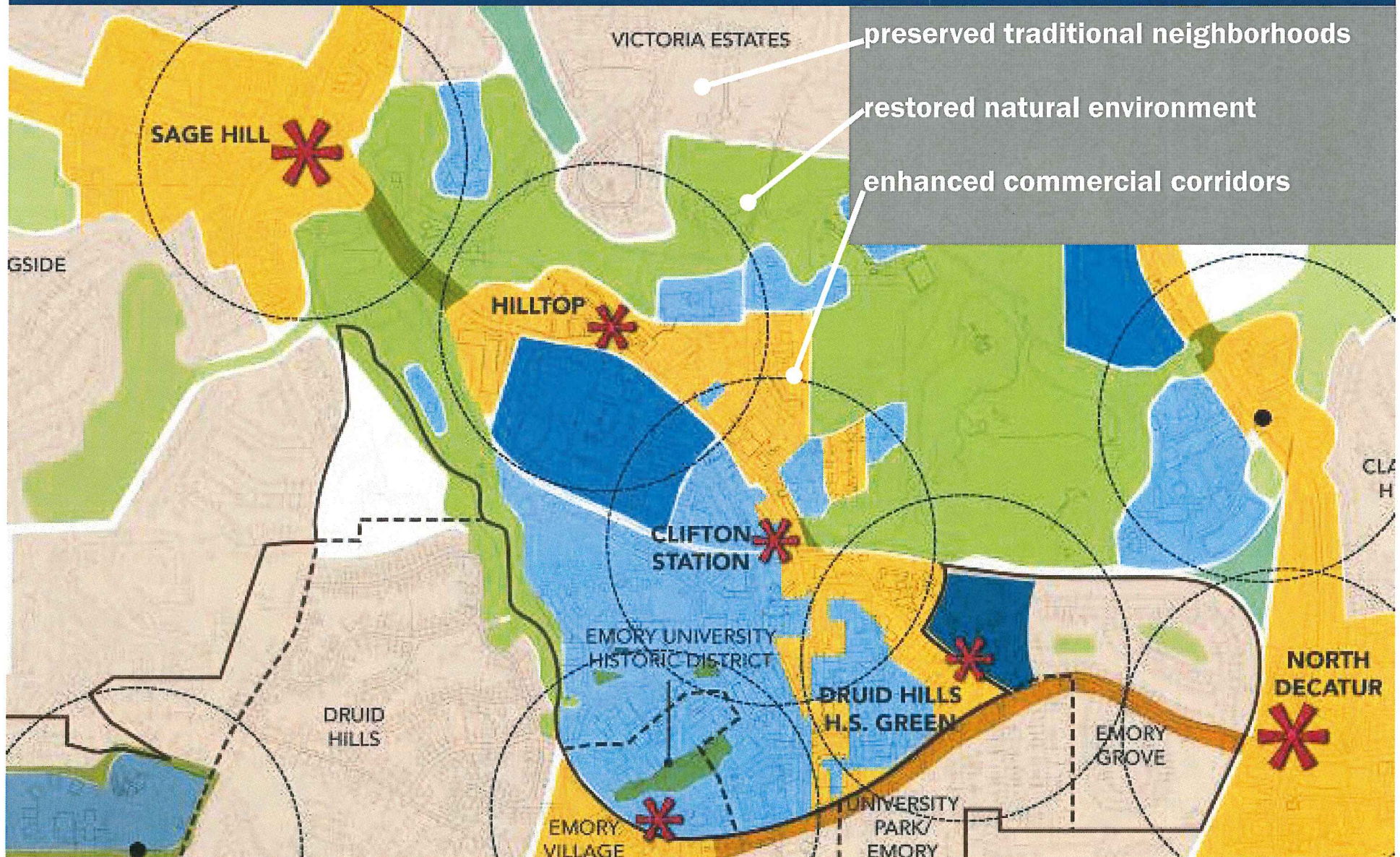
LESSONS LEARNED

- Clifton Corridor, DeKalb County (Georgia)
- Dublin Town Center (Ohio)
- High Street Redevelopment, Columbus (Ohio)
- Kendall Square Innovation District, Cambridge, (Mass)
- Downtown Asheville (NC)

Redevelopment of Clifton Corridor



Clifton Corridor vision: preserve, restore, enhance a community



Clifton Corridor: Bringing diverse perspectives to consensus



Identifying assets, aspirations, concerns with stakeholders via interviews, public forums



Engaging an advisory group in the substance of development, transportation, sustainability



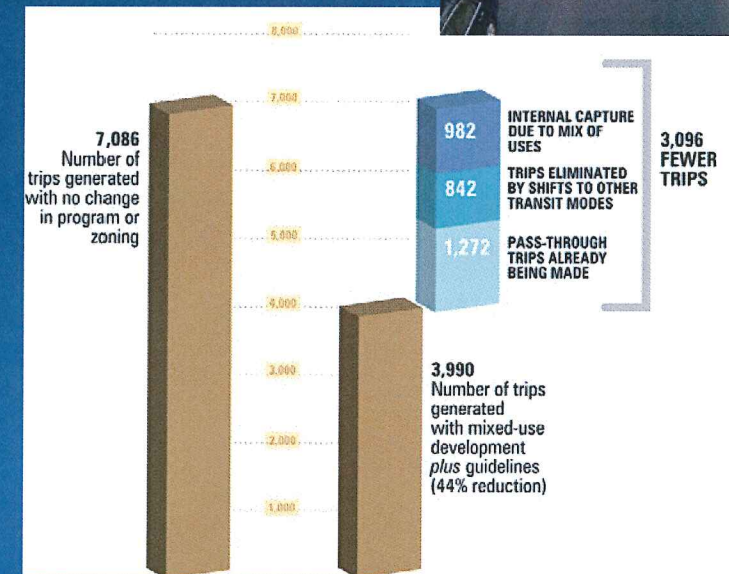
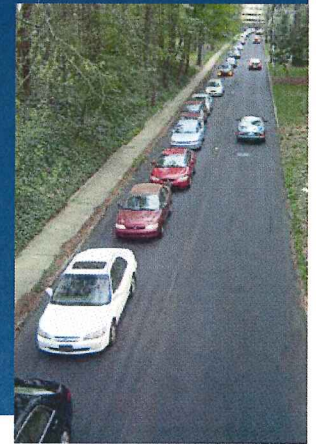
An informed community-wide visioning charrette



Reporting back to the full community at key points

A decision to manage growth to enhance livability, opportunity, and sustainability

- The core goal: enhanced community-wide livability and competitiveness
- Understanding emerging markets is a critical starting point
- Placemaking and walkability create value that unlocks redevelopment
- Innovative transportation strategies unlock increased capacity
- “Knowledge exchange” is central to effective community engagement



Redevelopment of Clifton
Corridor: Emory Point
mixed-use

First result...Emory Point

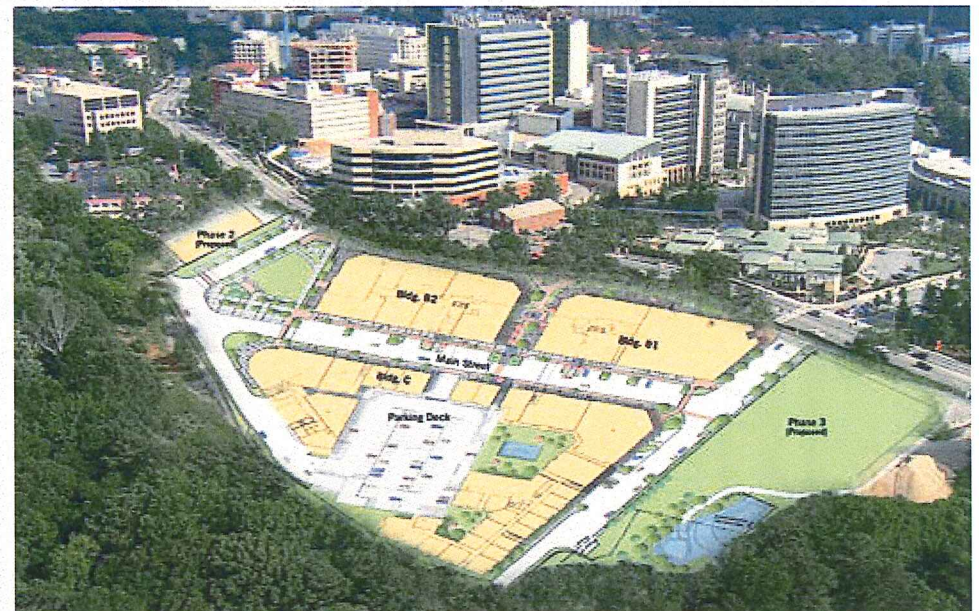


EMORY | report

Campus News

July 25, 2011

Emory Point begins construction



Project footprint includes future phases two and three. (Courtesy of Cousins Properties)

Housing, dining, retail options under way on Clifton Road

By David Payne

Bridge Street Corridor, Dublin, Ohio



Bridge Street Corridor Plan

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PLANNING
PRESERVATION

W-ZHA | Zimmerman/Volk Associates

Enhance livability, opportunity, and sustainability

Overview: Ohio's most successful suburb adopts a plan to replace sprawl with a new urbanist growth model

WHY CHANGE?

50,000 EMPLOYEES, 40,000 RESIDENTS, \$100,000 MEDIAN HOUSEHOLD INCOME, HIGHEST HOUSING VALUES IN THE REGION

BECAUSE:

DUBLIN CHOSE NEW URBANISM TO BE MORE COMPETITIVE IN THE MARKET PLACE, HEALTHIER, AND MORE SUSTAINABLE



The Columbus
Dispatch
dispatch.com

Dublin emphasizing a sustainable future

THE COLUMBUS DISPATCH—FEB 25, 2010

"With the help of a consulting firm, City Manager is looking for ways to transform Dublin into a more walkable community."

Health and environmental outcomes:

	WALKABLE TRANSIT-SERVED	TRADITIONAL SUBURBAN	EXURBAN
Auto travel per year per household (miles)	5,000-10,000	10,000-15,000	20,000-25,000
Chronic conditions per 100 people	100-120	120-140	150-200
Relative carbon footprint per SF of development (all uses)	40-50	70-80	100

Sprawl had done most of the job for 50 years

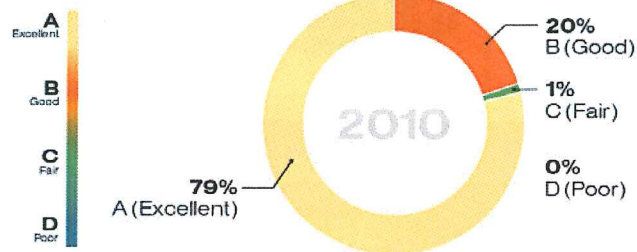
GOODY CLANCY ARCHITECTURE PLANNING PRESERVATION

W-ZHA | Zimmerman/Volk Associates

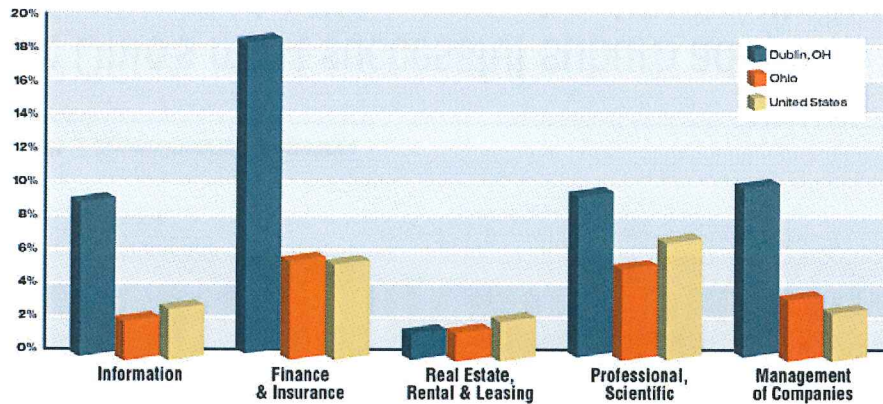
Sandy Springs City Center Master Plan 2012 | 2

From the community's perspective the sprawl model worked for fifty years...

RESIDENTS WERE SATISFIED



THE ECONOMY WAS STRONG



PROVIDED BY: CLIRSEARCH.COM

THE COMMUNITY WAS A NATIONAL SUCCESS STORY



Top Seven Intelligent Community, 2010



Fox Business News
"Top Small City to Start a Business"



Forbes.com
"One of best 25 places to move in 2009"



BusinessWeek
"Top Small City in Ohio to Start a Business"



Columbus Monthly
"Best Suburban Community"

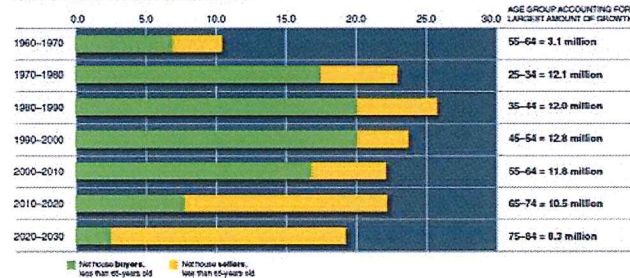
Changing times required new growth strategies

By the late 2000s leaders recognized that the sprawl model was breaking down and hired a consultant to make the case for change to the community

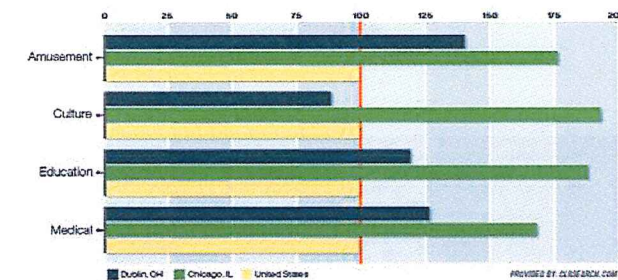
A RAPIDLY AGING POPULATION REDUCED LONG-TERM DEMAND FOR SINGLE-FAMILY HOUSES

GROWTH IN UNITED STATES POPULATION 25 AND OVER FOR EACH DECADE FROM 1969 TO 2030 (IN MILLIONS)

SOURCE: U.S. CENSUS BUREAU, 2003R, TABLE 12 AND 16-9

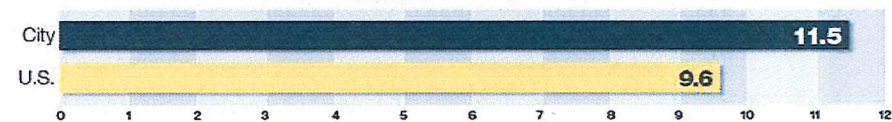


CHANGING VALUES MEANT SPRAWL NO LONGER DELIVERED QUALITY OF LIFE—PARTICULARLY FOR YOUNGER, EDUCATED RESIDENTS



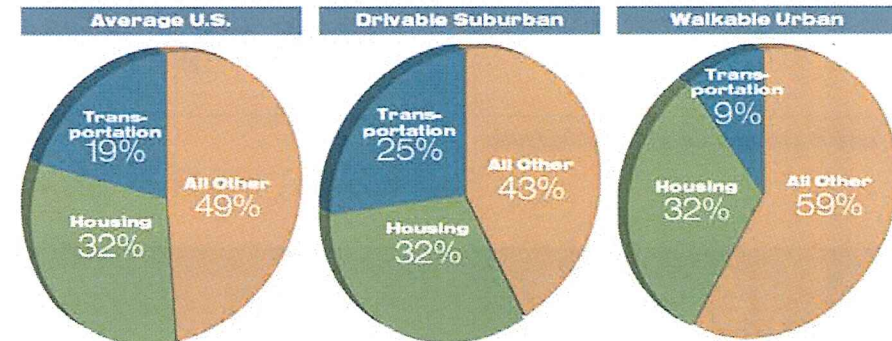
AUTO DEPENDENCY WAS BECOMING A HEALTH AND ENVIRONMENTAL HAZARD

Particulate Matter (PM_{2.5}) [μm^3] level in 2010 was **11.5**



RIISING COSTS OF DRIVING WERE DEPLETING DISPOSABLE INCOME

Typical Housing and Transportation Costs, by Household



Savings from 16% reduction in transportation costs can be applied to housing.

An arterial corridor offered a new growth target

First step: Identify a 1000-acre corridor of older office parks and strip retail for a vibrant new urbanist “downtown”...and target for more than half the community’s growth through 2030



Planning began with education

GOODY
CLANCY

W-ZHA | Zimmerman/Volk Associates

Sandy Springs City Center Master Plan 2012 | 5

Second step: Create community-based vision...National speakers made a successful case for a new vision from real estate, job creation, and demographic perspectives

SPEAKER 1 TALKED ABOUT A REVERSAL IN WHICH REAL ESTATE MARKETS PLACED A PREMIUM ON MIXED-USE, WALKABLE DEVELOPMENTS



Single-use, auto-oriented

Mixed-use, walkable: +30-50%

SPEAKER 2, HEAD OF CEOS FOR CITIES, REPORTED THAT THE "YOUNG CREATIVES" SOUGHT BY EMPLOYERS WERE INCREASINGLY BYPASSING SUBURBS

CEOs for Cities

"Creative workers" are more than 50% more likely than their peers to seek urban environment.



SPEAKER 3 NOTED THAT ROUGHLY 60% OF ALL METROPOLITAN AREA HOUSEHOLDS NOW CONSISTED OF SINGLES AND COUPLES, CAUSING RAPID GROWTH FOR MORE "URBAN" HOUSING MODELS



OVER 8 MONTHS HUNDREDS OF RESIDENTS, PROPERTY OWNERS, AND BUSINESS LEADERS PARTICIPATED IN **INTERVIEWS, SMALL MEETINGS, WORKSHOPS, AND A CHARRETTE**

Including workshops with property owners



...and City Council



Market studies helped shape planning, phasing

Third step: Scope the market

RESULTS OF MARKET STUDIES...

Anticipated development	• Over 20 years—7–11 million SF • Over 40 years—15–25 million SF • Residential—roughly 60%
Share of community's growth	• Residential—5–60% • Office, retail—50–55%
Net densities	• Residential—30–50 units/acre • Office—FAR 1.5–2.5
Predominant building heights	• 3–5 floors

NEW CRITERIA FOR CHOOSING WHERE TO LIVE...AND WORK

1990

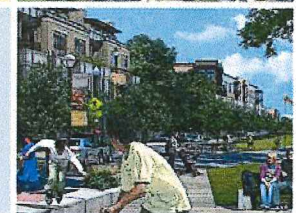
Golf courses
Large backyards
Homogeneity
Escape from work
Convenient auto access

Office parks
Convenient auto access
...and parking
Escape to home
Prestige address

2011

Main Streets
Transit
Live near work
Diversity
Personal responsibility for sustainability

Main Streets
Transit
Live near work
Walkable environment
Fun



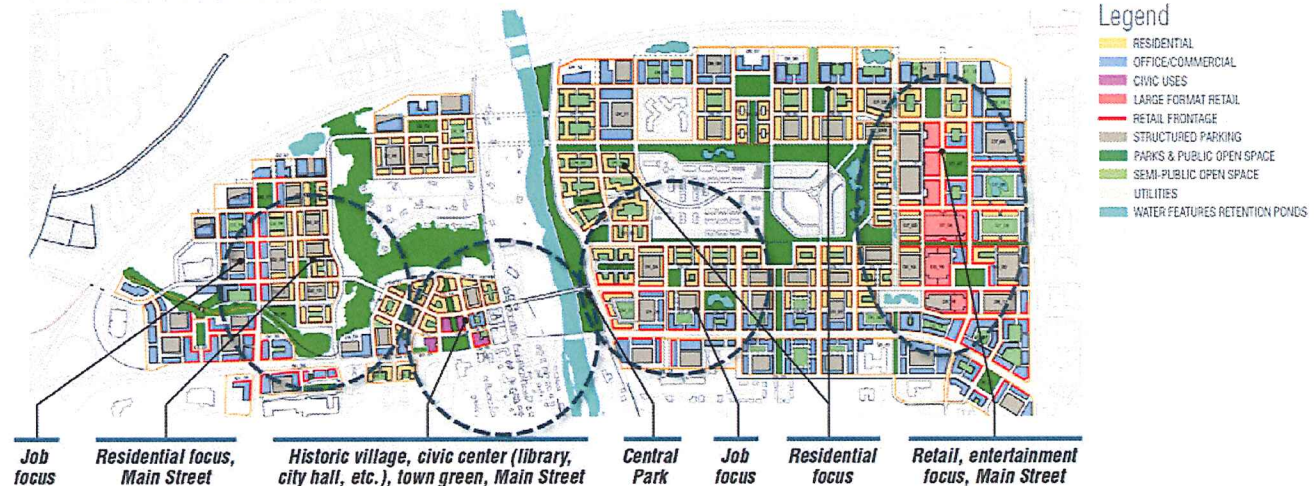
Vision: a walkable, mixed-use, denser 'downtown'

Fourth step: Create a vision framework

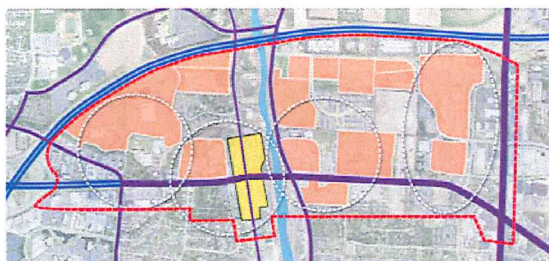
Vision Principles

- Enhance economic vitality
- Integrate the new center into community life
- Embrace Dublin's natural setting and commitment to sustainability
- Expand "livability choices" for Dublin and the region
- Create places that embody Dublin's commitment to community

ILLUSTRATIVE VISION FRAMEWORK



LARGE SITES WITH SIGNIFICANT NEW URBANIST REDEVELOPMENT POTENTIAL



1/4-mile radius areas with opportunity for new or enhanced walkable street pattern

VISION FRAMEWORK



Five minute walking radii
More intensive redevelopment
Natural features transformed into nature parks
Main Street environments

A HIERARCHY OF WALKABLE STREETS SERVED BY RUBBER TIRE TRANSIT



A downtown of live/work/play neighborhoods

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W-ZHA | Zimmerman/Volk Associates

Sandy Springs City Center Master Plan 2012 | 8

A walk through Dublin's downtown of neighborhoods...west of the river

A 75-ACRE OFFICE CAMPUS
BECOMES A MIXED-USE DISTRICT



A SUBURBAN BYPASS ROAD NEXT TO A CREEK BECOMES THE
FOCUS OF A NEW NEIGHBORHOOD AND A COMMUNITY PARK



...and parks, entertainment, civic activities

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...east of the river

AN INACCESSIBLE RIVER
BECOMES THE COMMUNITY'S
CENTRAL PARK



A FAILED STRIP 50-ACRE CENTER BECOMES THE
NUCLEUS OF VITAL CENTER OF COMMUNITY LIFE



Value creation unlocks new partnerships

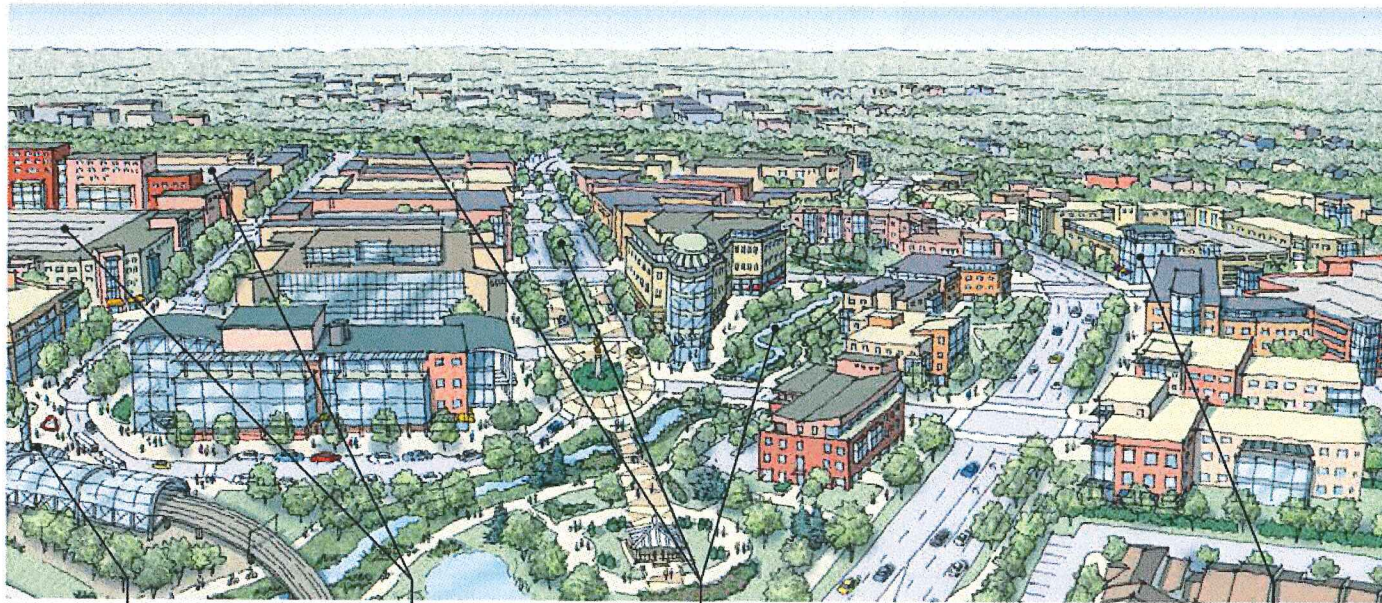
GOODY
CLANCY

ARCHITECTURE
PLANNING
PRESERVATION

W-ZHA | Zimmerman/Volk Associates

Sandy Springs City Center Master Plan 2012 | 10

Public/private implementation strategy



Publicly-funded rubber tire transit capital investment (stations, ROW), development funds operations through a transit management association

Shared parking serving adjacent housing, retail, and parking—shared public (TIF)/private funding

Developers contribute to parks and public realm fund

City funds green infrastructure, reimbursed by TIF and/or developer payments over time

City provides incentives to encourage early redevelopment of strip retail and other greyfield sites

- Compact development value will carry a roughly 35% premium according to community-sponsored fiscal studies
- Community-funded roadway and other infrastructure (new street grid, utilities, etc.) will cost approximately 50% less than sprawl model (minimum three additional highway interchanges, etc.)
- Higher fiscal value, lower public investment enables public/private partnership to fund “new urbanist infrastructure”:
 - > Street grid
 - > Parks and squares
 - > Shared parking facilities
 - > Higher performance utility infrastructure and green ground water system
 - > Community events
 - > Bikeways, community path system
 - > etc.
- Shared funding through:
 - > TIFs
 - > Shared funding agreements with individual and groups of developers
 - > SID (Ohio term for a BID) funded projects and events

Involving partners in planning is paying dividends

Early results following Council adoption (August 2011)

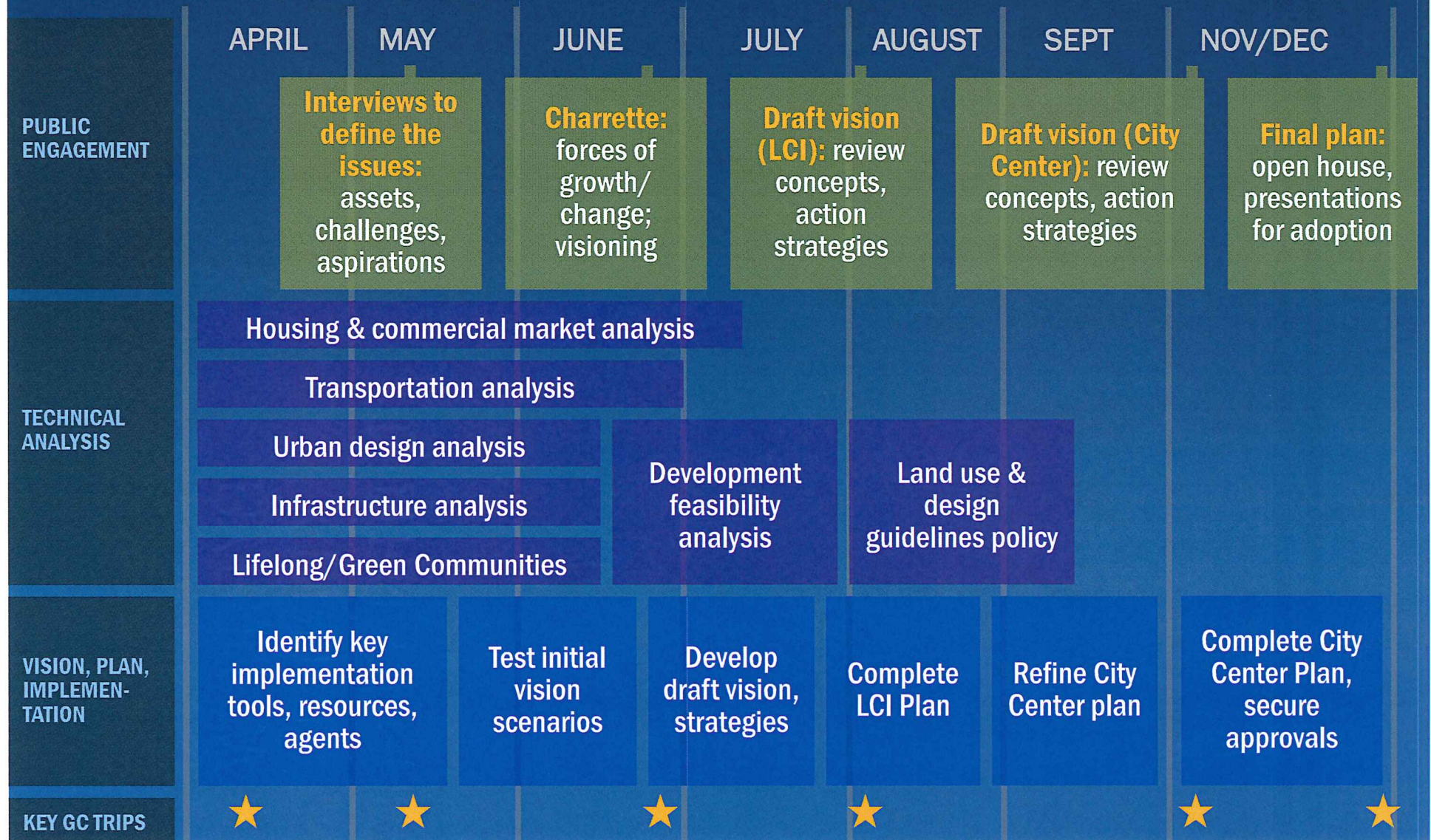
- Council appointed vice city manager to manage developing the district
- Form-based code in process of adoption
- Commitment to build new street network phased with development
- Two "bookend" projects in development totalling roughly 5.5 million SF of mixed-use development
 - > Forest City is the master developer for the 75-acre site at the western end of the district (illustrated to the right, blue box below)
 - > Second major deployment initiated by owner of strip shopping center (green box)
- Community has initiated land acquisition to transform river into a "central park"



Most important: the community took ownership



CREATING A NEW CENTER: developing a community-based plan



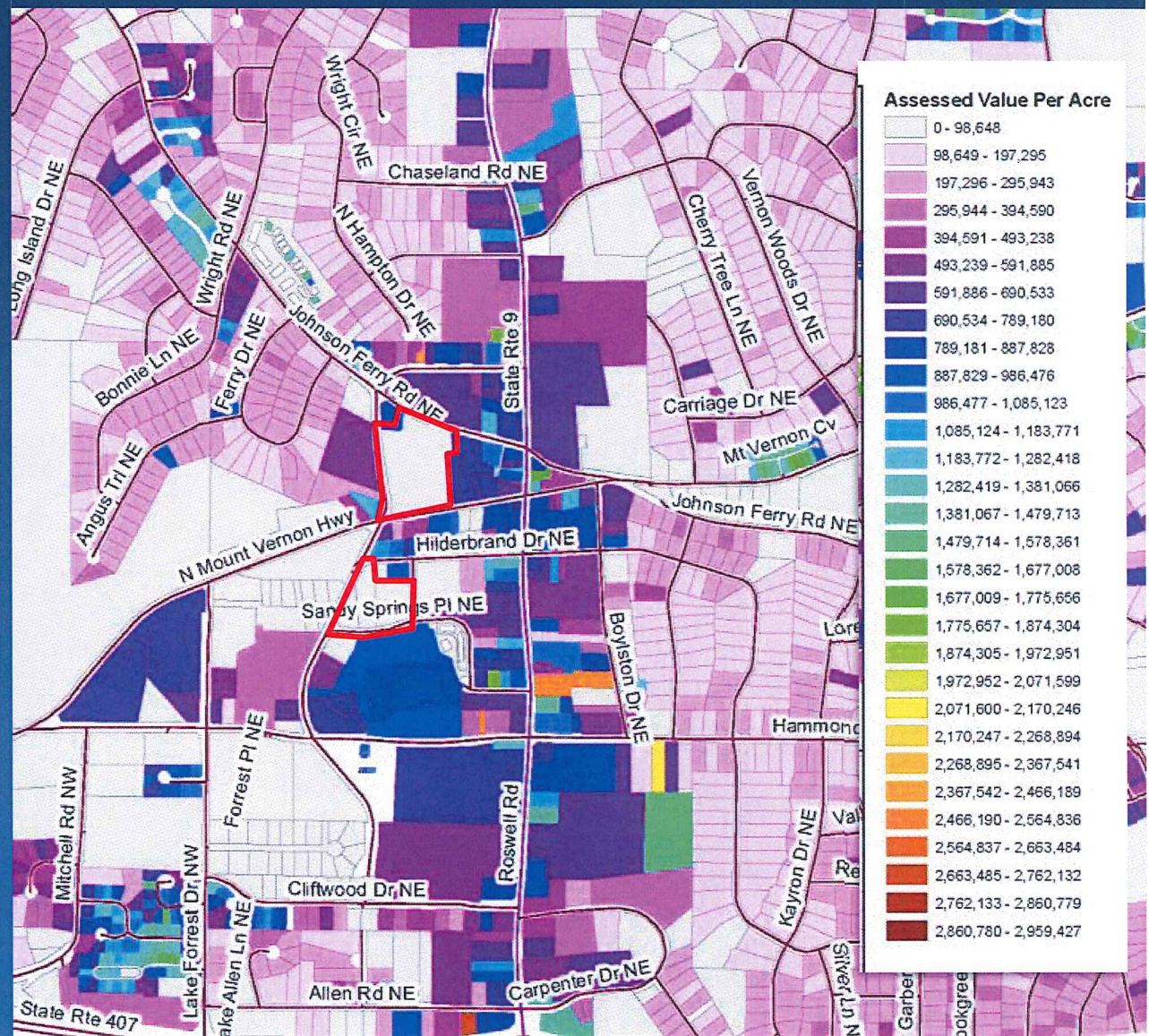
What goals might the Clifton Corridor and Dublin experiences suggest?

- Enhance economic vitality.
- Integrate the new center into community life.
- Embrace the natural setting and commitment to sustainability.
- Expand “livability choices”.
- Create sense of place that embodies a commitment to community.



Value and fragmented ownership: making landowners partners in the process

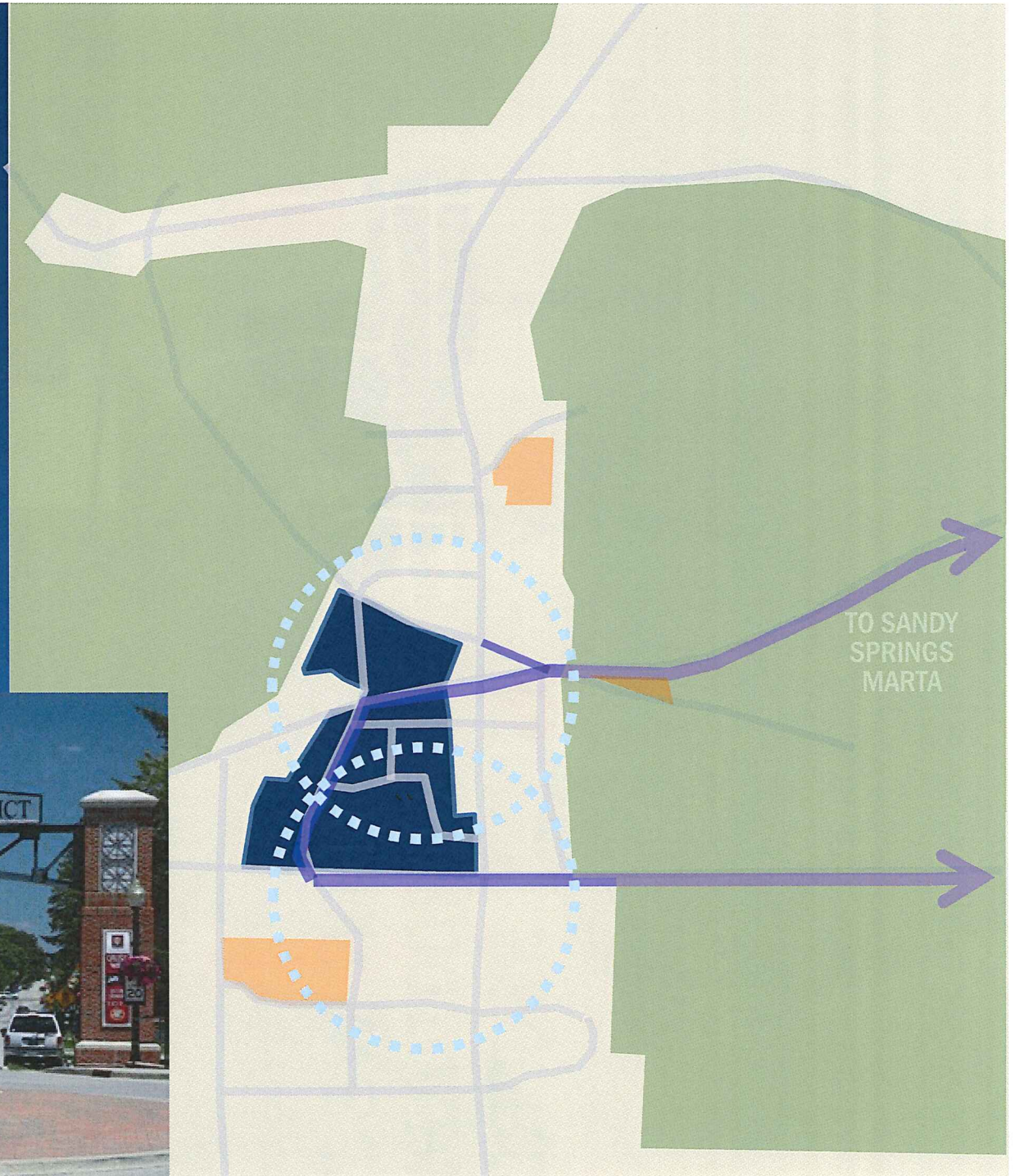
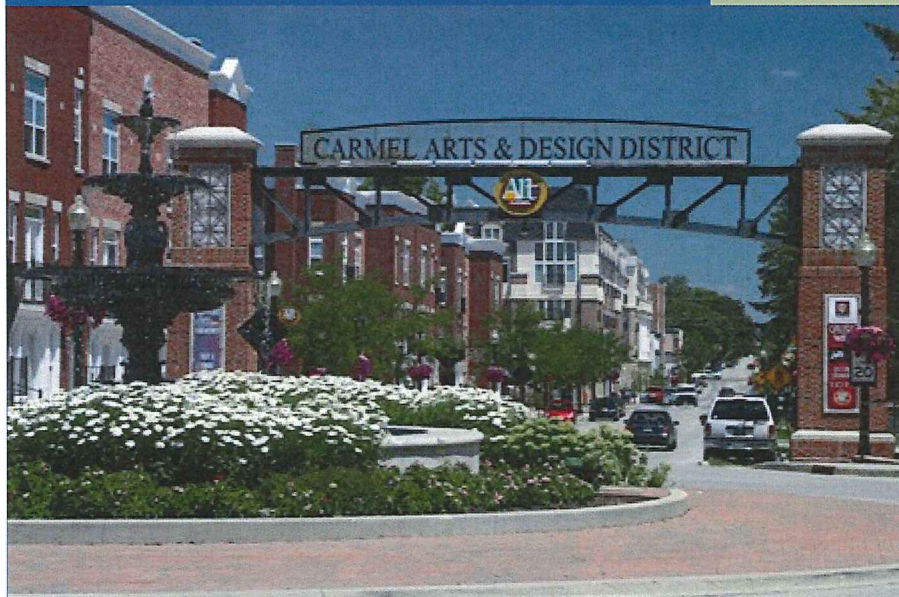
Leverage city-owned sites and lower-value sites in near term to increase values and unlock long-term reinvestment in higher-value sites.



Link the corridor to MARTA



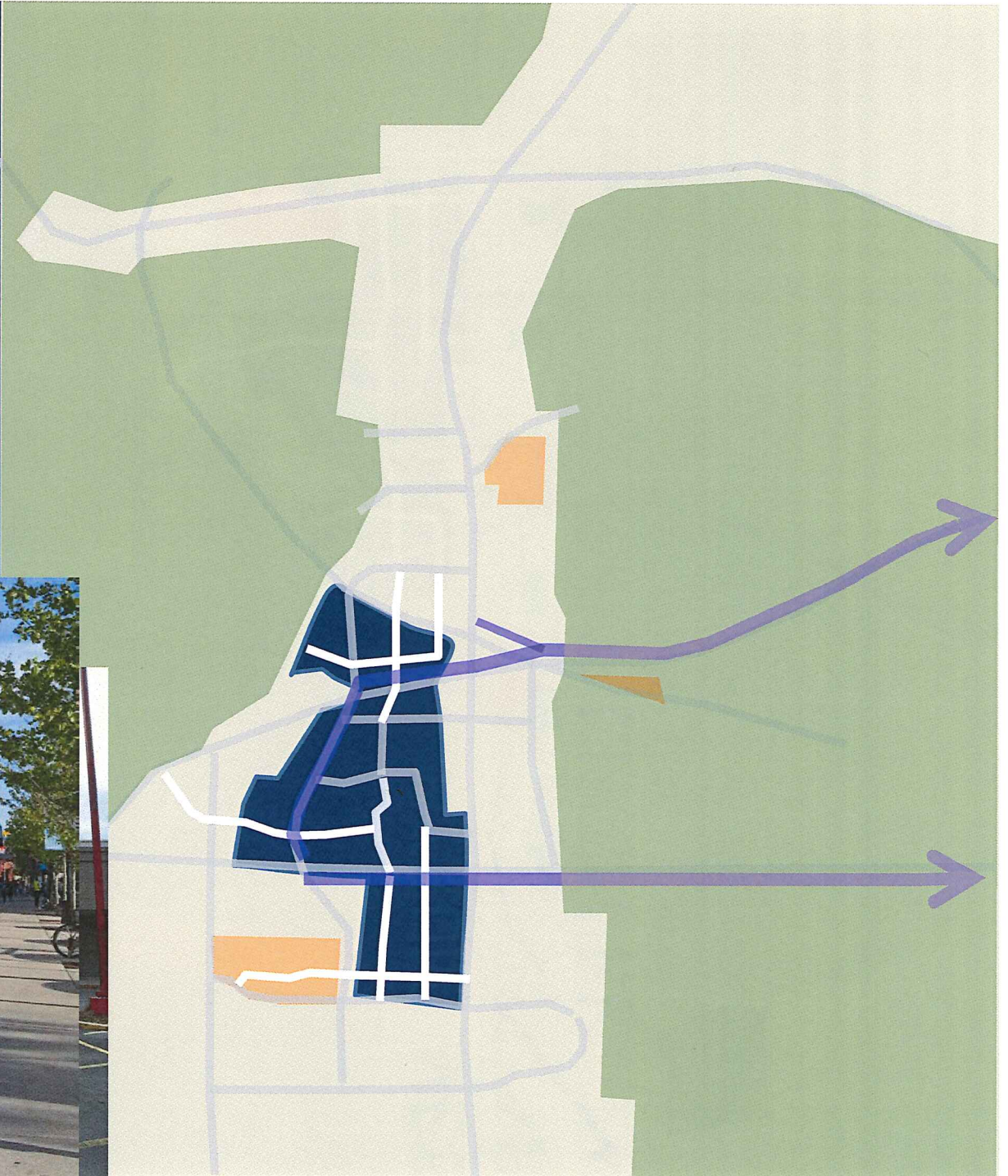
Focus early
walkable
redevelopment
toward areas
with new
MARTA access



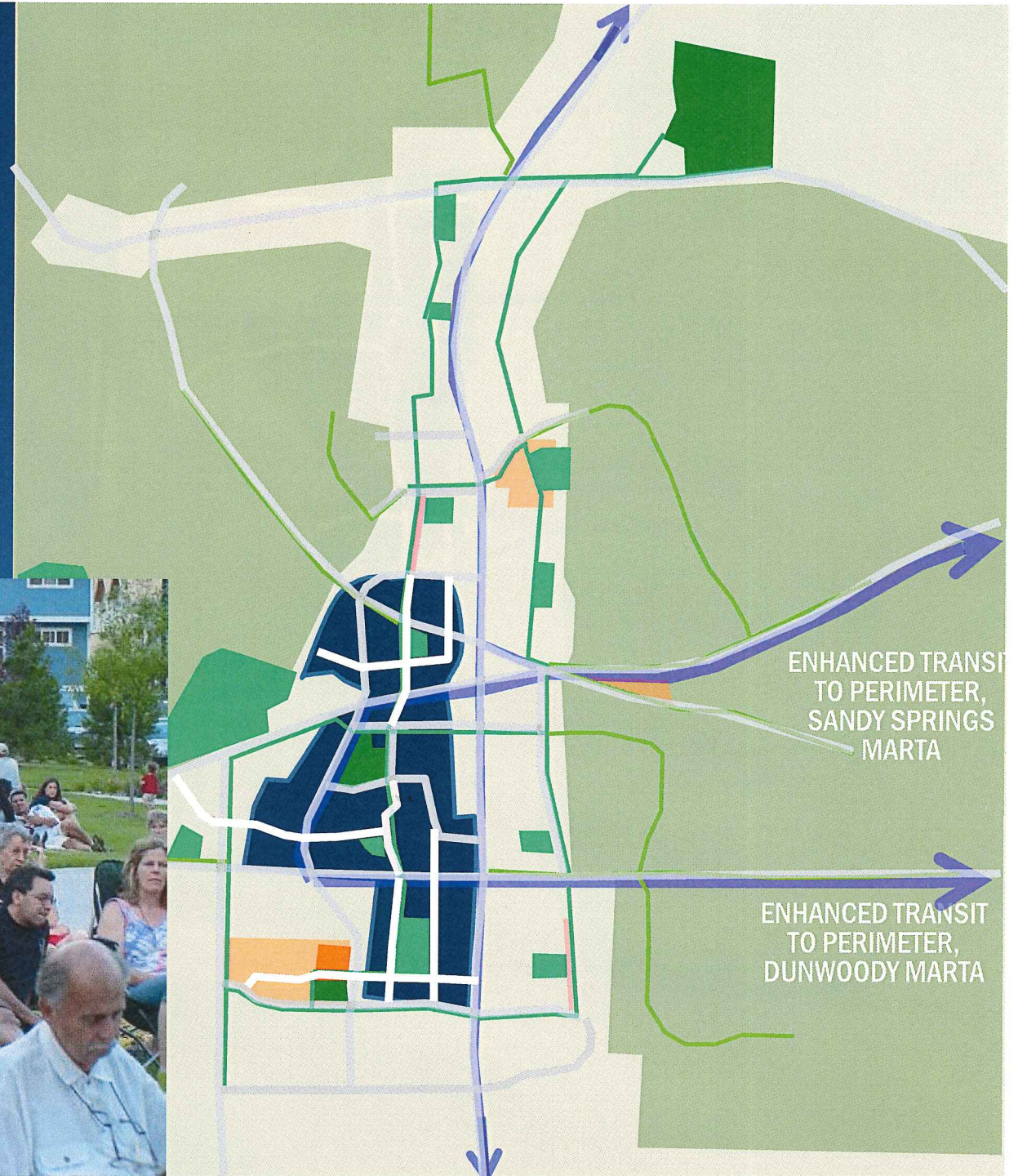
**Mixed-use
redevelopment of
city-owned and
nearby
“opportunity
sites”?**



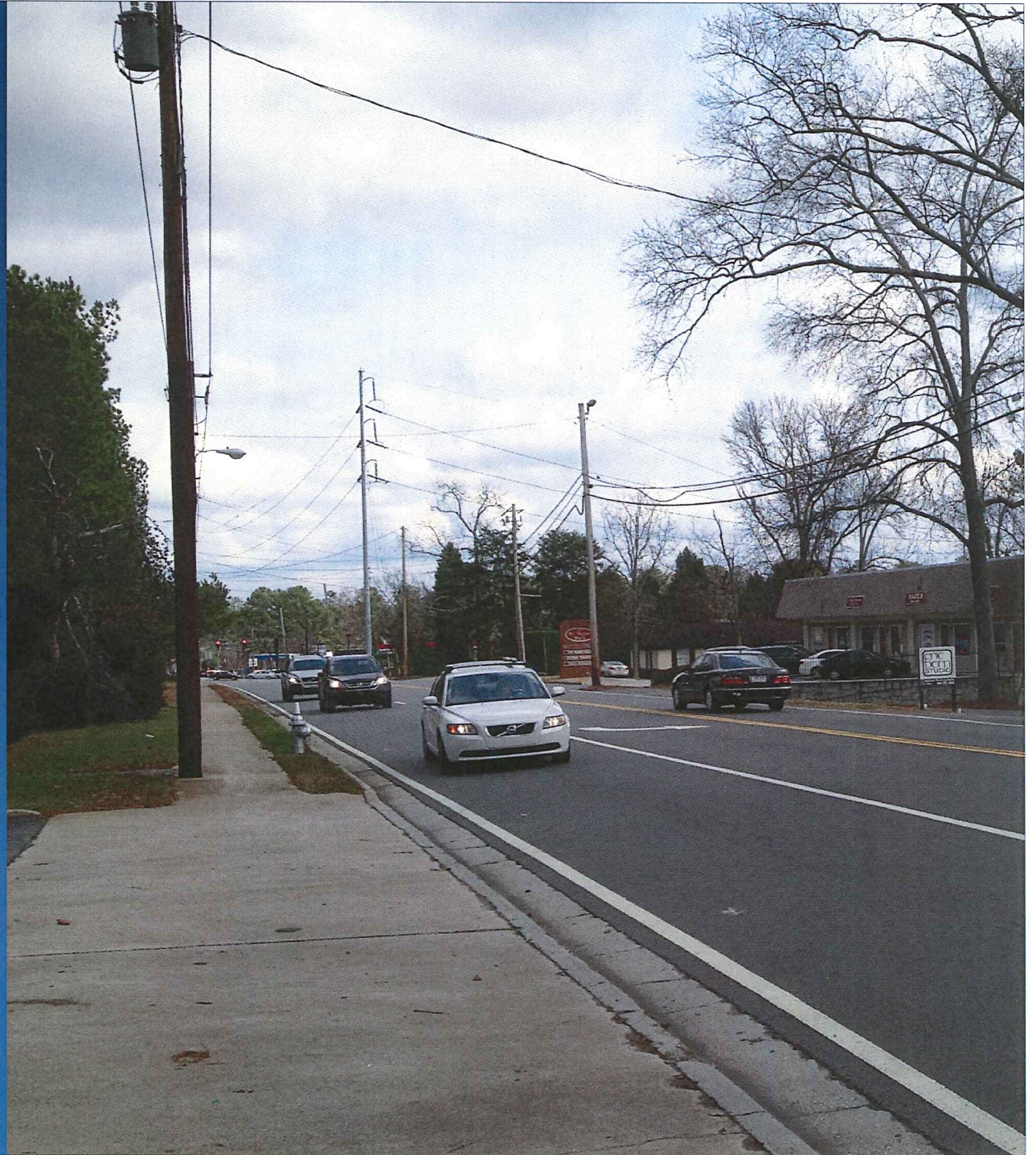
**Mixed-use
redevelopment of
city-owned and
nearby
“opportunity
sites”?**



Create a new green network

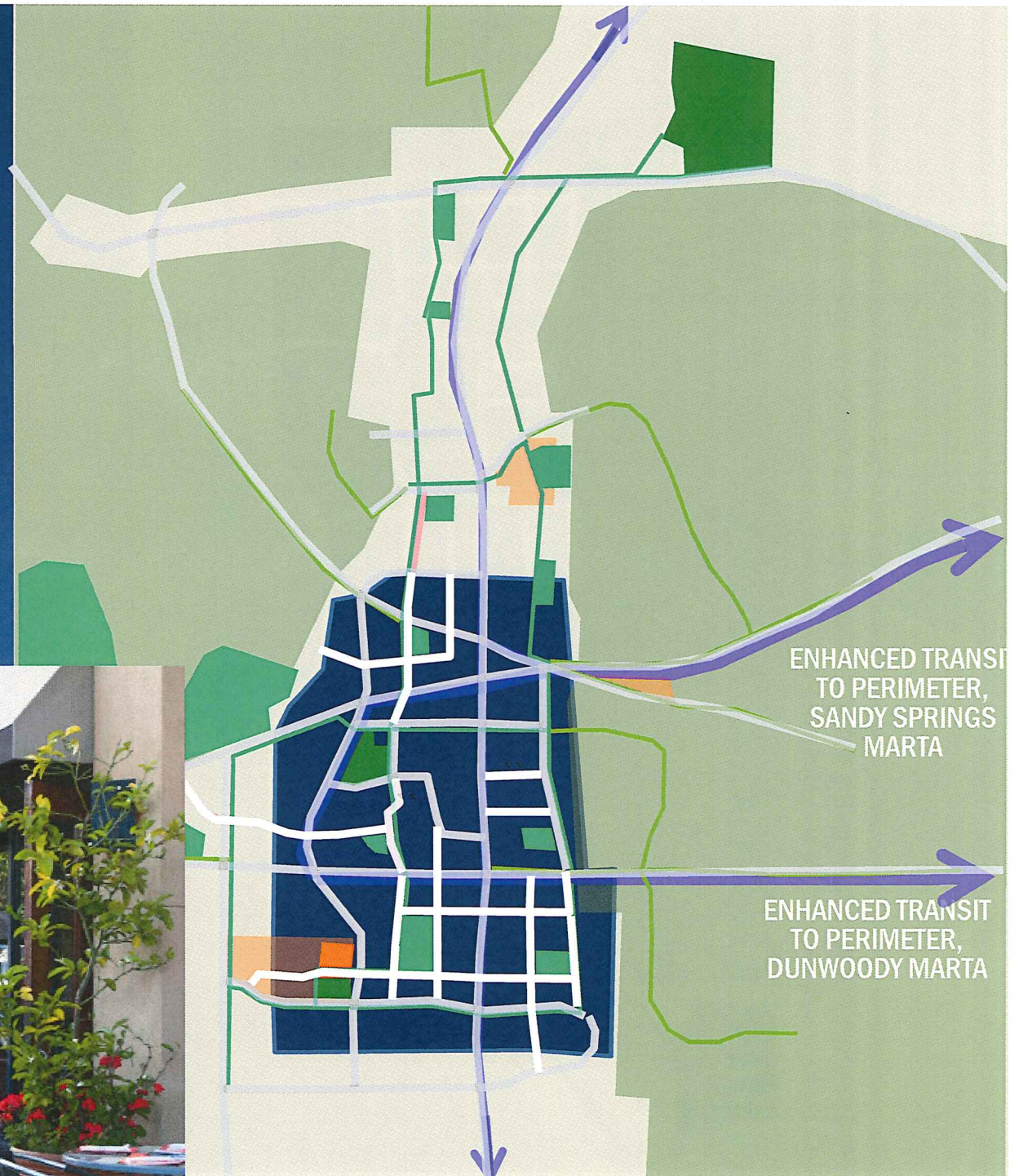


Placemaking

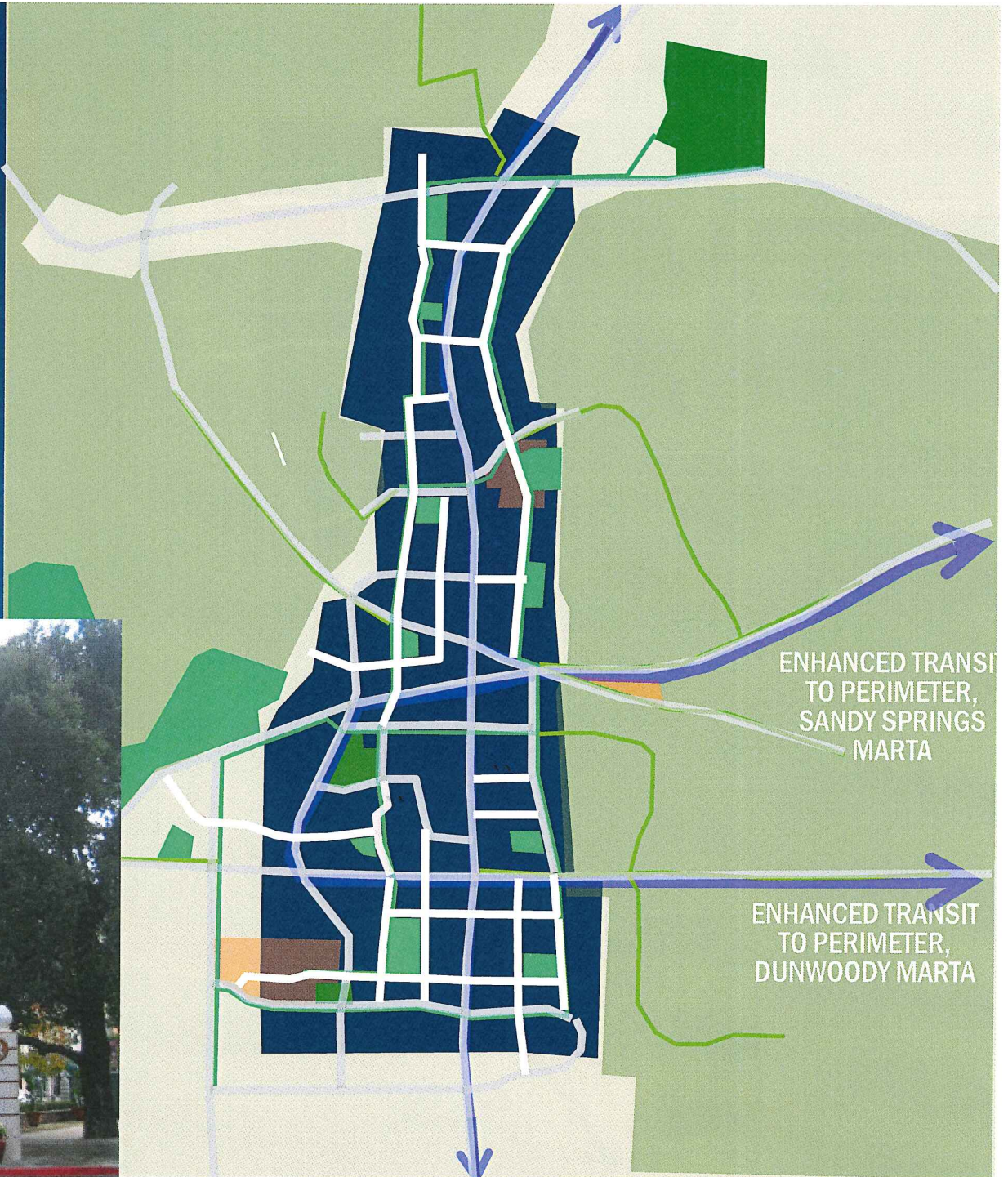




Increased
values incent
additional
redevelopment
parcels



**...and a vibrant
Sandy Springs
downtown will
grow along
Roswel Road**



Keys to success

- Many core components of success are already present—a growing market, city-controlled land, engaged property owners...
- What else will make a real difference?
 - An educated, engaged community
 - Partnership engage in planning and implementing
 - Creating a strong sense of place, early on
 - City leadership



Sandy Springs City Center Master Plan & LCI Update



INTERVIEW | FEBRUARY 23, 2012

GOODY
CLANCY

ARCHITECTURE
PLANNING
PRESERVATION

WITH

Kimley-Horn | W-ZHA | Zimmerman/Volk

PUBLIC SAFETY RADIO SYSTEM UPDATE

N. Fulton County
Radio Infrastructure Work Group



Current Public Safety Radio System Overview

- The current system is 19 years old.
- 90 percent of the system is running on original equipment with few upgrades.
- Parts are scarce and system maintenance requires daily technical support.
- Surrounding Jurisdictions (Cobb, Gwinnett, DeKalb and Atlanta) have upgraded to Digital.
- There is no viable back-up system.
- Limited radio coverage inside buildings
- This is a **HUGE** safety issue for our first responders.

Four Areas of Evaluation

- Governance
- Technology
- Cost
- Implementation
- Other Considerations

Governance

■ UASI / Fulton County System

- UASI Agreement with Fulton County (UASI governance non-responsive)
- Sub-Agreement with each municipality
- No direct input into system operations / upgrades / costs, etc.
- Sub-Agreement cannot directly guarantee continuity or quality of service

■ N. Fulton Cities System

- Self Governance (Model determined by member municipalities)
 - IGA, Radio Infrastructure Authority, etc.
- Operational guidelines set by member municipalities
- System upgrades determined by member municipalities

Technology

- UASI / Fulton County System
 - Older technology: upgrades planned thru 2018 - beyond
 - Not TDMA Compatible
 - No back up radio infrastructure (except Johns Creek via Forsyth)
 - *Total 6 towers in N. Fulton / (95% on Street Portable)*
- N. Fulton Cities System
 - Newest technology with options self defined
 - TDMA compliant
 - Independent Master Site
 - Back Up radio infrastructure via UASI
 - *Total 8 towers in N. Fulton / (95% light building Portable)*

Cost

■ UASI / Fulton County System

- 15 Tower Site System (only 6 towers or 40% in N. Fulton)
- 50% of system maintenance fees from N. Fulton Cities
- Municipalities Billed by Fulton County per respective sub-agreements
- Hidden costs with no decision authority
- Little project management costs (self-managed by cities)

■ N. Fulton Cities System

- Determined via N. Fulton Governance
- Hidden costs with decision authority (likely more than above)
- Project management costs

Cost Comparison Summary

- Capital Investment & User Fees thru 2018
 - UASI: \$11.9M:
 - Older technology
 - Less radio coverage (95% on street)
 - N. Fulton Cities: \$12.8M - \$13.2M
 - Newest technology
 - More radio coverage (95% inside light building)
- 2019 User Fees
 - 2019 User Fees: UASI = \$1.25M
 - N. Fulton Cities = \$553,620

Implementation

- UASI / Fulton County System
 - Three (3) tower sites to coordinate
 - Time to Live: (No direct influence)
 - Perhaps immediate for some
 - 18+ months for others
 - Minimal Project Management
- N. Fulton Cities System
 - Eight (8) tower sites to coordinate
 - Time to Live: (Direct influence)
 - 18+ months
 - Upon formal Fulton County notice must be off current system within 24 – 36 months pending on respective agreements
 - Project Management

Other Considerations

- Risks

- Tower site agreements / approvals
- Public NIMBY issues with tower locations
- Cost / Project management
- Etc.

- Opportunities

- Potential to partnership with Fulton County to Reduce Cost without losing governance / decision making authority
- Back up radio system (UASI)

Update

- Proceeding under assumption it is more cost and operational effective to move forward with a N. Fulton Cities System
- Contracted with Commdex to evaluate Motorola system design
- Technical design being evaluated to insure partnership options with Fulton County separate from UASI proposal remains open
- Currently in discussions with Fulton County
- Capital cost distribution between N. Fulton Cities TBD
 - Likely based upon subscriber (radio) units



Questions?

Cost Comparison Summary

	Annual Estimates for Fulton Co/UASI System							
	2012	2013	2014	2015	2016	2017	2018	Total
Cost Categories								
N Ful Annual Operational User Fee	-	1,048,200	1,076,364	1,103,929	1,132,115	1,161,087	1,191,003	6,712,697
N. Ful Capitalization of UASI System (Total UASI Cap \$13M)		336,894	-	1,628,488	486,653	898,351	1,871,508	5,221,893
N Ful Annual Combined User Fee & Capitalization	-	1,385,093	1,076,364	2,732,416	1,618,767	2,059,438	3,062,511	11,934,590
Annual Combined Cost per User	376	712	527	1,274	719	871	1,234	
Antenna Site Rentals - ?								
Subscriber Programming - ?								
Annual Infrastructure Maint - included								
	Annual Estimates for North Fulton Cities System							
	2012	2013	2014	2015	2016	2017	2018	Totals
Cost Categories								
N Ful Operational User Fee			476,490	488,625	501,123	513,997	527,257	2,507,492
Total System Ownership - \$10,751,688 Capital	1,535,955	1,535,955	1,535,955	1,535,955	1,535,955	1,535,955	1,535,955	10,751,685
N Ful Annual Operational User Fee & Capitization (Does not include finance charges)	1,535,955	1,535,955	2,012,445	2,024,580	2,037,078	2,049,952	2,063,212	13,259,177
Annual Combined Cost per User	768	768	1,006	1,012	1,019	1,025	1,032	
N Ful Operational User Fee			476,490	488,625	501,123	513,997	527,257	2,507,492
Cost with Municipal Tower Option - \$10,301,688 Capital	1,471,670	1,471,670	1,471,670	1,471,670	1,471,670	1,471,670	1,471,670	10,301,690
N Ful Annual Operational User Fee & Capitization (Does not include finance charges)	1,471,670	1,471,670	1,948,160	1,960,295	1,972,793	1,985,667	1,998,927	12,809,182
Annual Combined Cost per User	736	736	974	980	986	993	999	

2019 User Fees: UASI = \$1.25M N. Fulton Cities = \$553,620

STRIKING THE RIGHT BALANCE

March 27, 2012



Development Process Concerns

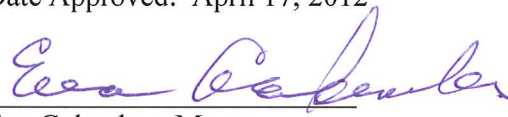
2

- Regulations are onerous, complicated, and too restrictive
- Conditional Zoning
- Zoning, modification and variance process takes too long
- Use restrictions are too prohibitive, especially in the Main Street Overlay District
- Requirements for sidewalks and Overlay District streetscape improvements are cost prohibitive
- Plan review process takes too long, especially for simple permits such as signs, pools, and fences (no-wait permitting desired)

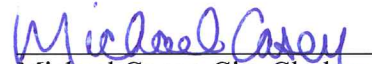
B. Update on Local Option Sales Tax (LOST) Negotiation Process

8. Adjournment

Date Approved: April 17, 2012



Eva Galambos, Mayor



Michael Casey, City Clerk

OVERVIEW OF ADOPTED PRIORITIES

March 27, 2012

