“The Stitch”
Atlanta, Georgia
March 1, 2019
About the Urban Land Institute

• The mission of the **Urban Land Institute** is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

• ULI is a membership organization with more than 42,000 members worldwide representing the spectrum of professions in private enterprise and public service.

• What the Urban Land Institute does:
  • Conducts **Research**
  • Provides a forum for sharing of **best practices**
  • Writes, edits and **publishes books and magazines**
  • Organizes and conducts **meetings**
  • Directs **outreach programs**
  • Conducts **Advisory Services Panels**
The Advisory Services Program

• Since 1947
• 15 - 20 panels a year on a variety of land use subjects, including Resilience, Parks and Open Space
• Provides independent, objective candid advice on important land use and real estate issues

• Process
  • Review background materials
  • Receive a sponsor presentation and tour
  • Conduct stakeholder interviews
  • Consider data, frame issues and write recommendations
  • Make presentation
  • Produce a final report
Everyone Deserves a Park!

• National movement promoting the bold idea that all people in urban America should live within a 10-minute walk to a high quality park.

• Partnership between the Urban Land Institute, The Trust for Public Land, and the National Recreation and Park Association

• 160 mayors have signed on to date

• 10 Minute Walk Campaign Cities:
  • Atlanta, GA
  • Washington, DC
  • Raleigh, NC
  • Miami Beach, FL
  • Los Angeles, CA
Increasingly, cities are making parks an important component of their overall economic development strategies

VALUE CREATION
• Parks and open spaces enhance the value of land and real estate.
  • 20%+ value premium on average
  • 500 to 600-feet impact areas

SHORT-TERM BENEFIT
• Community support and buy-in during project planning and design
• Increased marketability and foot traffic
• Faster absorptions and higher sales and rents

LONG-TERM BENEFIT
• Opportunities for job creations and small business development
• New revenue sources (vendors, concessions, events) to offset O&M costs
• Sustained value / future-proofing
Thank You to Our Sponsors and Agency Partners!

Special Thanks

A.J. Robinson, Jennifer Ball, Audrey Leous, David Lowry, Tish Spearman
Thank you to everyone...!

Matt Westmoreland • Amir Farokhi • Jacob Tzegaegbe • Mike Sivewright • John McColl • Lisa Gordon • Natalie Hall • Dave Hofstetter • Jacob Vallo • Maxine Hicks • Philip Lamson • David Marvin • Craig Jones • Ward Seymour • Mark Johnson • Robert L (Bobby) Mays • Bill Halter • Bob Hughes • Holly Painter • Ryan Gravel • Jeffrey Juliano • Paul DeNard • Alrich Lynch • Rebecca Serna • Jesse Frasier • Ben Skidmore • Ellen Dunham-Jones • Monte Wilson • Lee Pollack • Chris Mutter • Pierluca Maffey • David Hutchinson • Debbie Frank • Lauren Standish • Max Cookes • Kevin Green • Jay Gillespie • Jay Tribby • Sanjay Patel • Amanda Rhein • Christopher Norman • David Walmsley • Taylor White • Trish O'Connell • Gene Kansas • Jennifer Fine • Sara Lu • Robin Morey • Nathan Kaplan • Ben Coats • Robin Godwin • Cathy Sheehan • Hunter Richardson • Cotten Alston • Pat Hill • William Pate • Camille Russell Love • Brad Currey • Randy Young • Sharon Gay • Michael Halicki • Jay Scott • Ansley Whipple • Mark Banta • Ann Cramer • George Dusenbury • Thomas Little • Boyd Coons • Brandon Sheats • Tom Key • Katherine Dirga • Tim Keane • Charles Forde • LeJuano Varnell • John Dargle • Kyle Kessler
Panelists

James Lima: James Lima Planning + Development, New York, NY
Dionne Baux: National Main Street Center, Chicago, IL
Gia Biagi: Studio Gang, Chicago, IL
Kathryn Firth: NBBJ, Boston, MA
Wei Huang: NOVUS Real Estate, Los Angeles, CA
Jack Kardys: J Kardys Strategies, Miami, FL
Richard F. Krochalis: Seattle Design Commission, Seattle, WA
Glenn LaRue Smith: PUSH studio, Washington, DC
Sujata Srivastava: Strategic Economics, Berkeley, CA

ULI Staff

Deborah Kerson Bilek: Vice President, Advisory Services
Jacqueline Canales: Director, Advisory Services
Grace Hill: Manager, Meetings and Events
Key Takeaways

- The Stitch as an equitable development and parks district
- Proceed with a cap park concept (From Marta to Peachtree, Block 3 and 4)
- Engage local communities to craft a shared vision
- Harness future market demand to address critical needs
- Keep investing in quality places and infrastructure
- Review and enforce design guidelines
- Make headway on expanding housing choices and affordability
- Make the business case
- Build political will
WHAT IS HAPPENING IN ATLANTA?
EXISTING CONDITIONS
Atlanta Today

Employment Growth

The Region of Atlanta
EXISTING CONDITIONS
Atlanta and Downtown Comparison

Atlanta is Growing
*Bleakly Advisory Group, 2017

High Youth Population

Households Income
Existing Conditions

Housing affordability is a central challenge for Atlanta’s economic prosperity

- About 80 percent of Atlantans spend more than 45% of their incomes on housing and transportation
- Rents have increased by 48 percent since 2010
- Each year, the city loses 1,500 affordable housing units
- Half of the demand for new rental apartments in the Downtown area will be for lower income households

<table>
<thead>
<tr>
<th>Household Income</th>
<th>Monthly Rent</th>
<th>Annual Potential Demand (Units)</th>
<th>% of Potential Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Income (Less than $35,000)</td>
<td>Less than $850</td>
<td>415</td>
<td>46%</td>
</tr>
<tr>
<td>Middle Income ($35,000-$75,000)</td>
<td>$850-$1,850</td>
<td>284</td>
<td>31%</td>
</tr>
<tr>
<td>High Income (More than $75,000)</td>
<td>More than $1,850</td>
<td>211</td>
<td>23%</td>
</tr>
</tbody>
</table>

Sources: HouseATL, 2019; Bleakly Consulting Group, 2016.
EXISTING CONDITIONS
Market Trends

Six major trends will shape development in Downtown Atlanta over the coming decade:

1. Acceleration in the growth of the city of Atlanta
2. Investment momentum in Downtown catalytic projects
3. Georgia State University’s growth
4. Emergence as a start-up/technology/innovation hub
5. Dominance as the region’s premier tourism district
6. Capitalizing on the transit-rich environment

*Bleakly Advisory Group: Downtown Atlanta Real Estate Market Analysis
EXISTING CONDITIONS
The Site Today
WE HEARD A LOT!

• **Political**
  • There’s competition for funding
  • Competing City priorities
  • Connect and collaborate
  • Everyone’s park
  • Leadership
  • Mobility challenges

• **Art, Culture, Parks, Social Mission**
  • Art non-profit/Art leadership
  • Art as community narrative
  • Artist Live/Work
  • Making connections
  • Desire to be inclusionary

• **Design and Engineering**
  • Undefined identity
  • Safety/health and wellness
  • TOD
  • Connect downtown/midtown/civic center
  • Parking
  • Lack of historic fabric

• **Developers, Land Owners, Institutions**
  • Where’s the funding?
  • Unlock development opportunity
  • Expanding hospital and university partnerships
  • Low rent in Downtown
  • Challenging private land ownership
  • Unreasonable land use policies
  • Closure of the shelter created future potential for the area
WE DID NOT HEAR...

Who we didn’t hear from:
- Residential community
- Additional local churches
- Local business
- Senior Agency Officials
- School district
- One Atlanta
- Neighborhood Planning Units

What we didn’t hear:
- A shared vision that unites Atlantans on what their city and this project site should and could be
- Cultural history
WHAT IS YOUR STORY?
HONOR YOUR STORY

Craft a compelling story to enhance relevance for ALL Atlantans:

• Revealing lost history
• Engage local historians
• Showcase neighborhood identity
• Use art to tell stories
• Making a more equitable city
WHAT ARE THE “STITCHING” OPPORTUNITIES?
Atlanta, Georgia
February 24 – March 1, 2019
Advisory Services Program

+ Equity
Housing
Health & Wellness
Parks
Equity
Mobility
Culture & Community
Jobs & Small Businesses
Equity
Atlanta, Georgia
February 24 – March 1, 2019
Advisory Services Program

Equity + Equity = Mobility

Housing + Health & Wellness + Parks + Culture & Community + Jobs & Small Businesses 

Mobility + Housing + Health & Wellness + Parks + Culture & Community + Jobs & Small Businesses
https://www pclconsult co uk/liveablecrouchend/attachment/healthy-street-diagram-full-colour-1/
Atlanta, Georgia
February 24 – March 1, 2019

Advisory Services Program
Medical Arts Building www.historyatlanta.com

Altanta Beltline

Street art:
https://upload.wikimedia.org/wikipedia/commons/9/9d/Street_art_in_Atlanta_6.png

Metro Atlanta Urban Farm
https://www.flickr.com/photos/usdagov/44006353475
Source: https://thetrampery.com/workspaces/on-the-gantry/

Sources: https://www.seattle.gov

Sources: https://www.the606.org/about/photos
The Stitch
The Stitch
The Opportunity: Connectivity

Downtown's Unique Transit Assets

- 12 Streetcar Stops
- 8 MARTA Rail Stations
- 17 MARTA Bus Routes
- 16 Zipcar stations
- 6 Maven stations
- 7.4 miles of bike lanes
- 6 Relay bike hubs
- 95,000 Parking spaces
Atlanta, Georgia
February 24 – March 1, 2019
Advisory Services Program
Atlanta, Georgia
February 24 – March 1, 2019
Advisory Services Program
London Olympic Park
Allies + Morrison Architects
The Connectors
Atlanta, Georgia
February 24 – March 1, 2019
Advisory Services Program

The Connected Places
Atlanta, Georgia
February 24 – March 1, 2019
Advisory Services Program
The Connected Places
Switch the Stitch!
The Framework
The Framework
Downtown: the mass of city mass

Midtown: demands a granular response
Solar Carving by Studio Gang Architects at the High Line, New York, NY

Source: www.studiogang.com
Implementation

- Commitment
- Funding
- Partnerships
- Alignment
- Next Steps:
  - Governance
  - Predevelopment
Commitments of Support to Atlanta’s Stitch
Alignment of Implementation Actions

Governance

Funding

Development
### Implementation

#### Funding Gap

- Preliminary cost estimate for Blocks 3 & 4 is 40% of full Stitch project
- Cap (Blocks 3 & 4) has estimated funding gap of $71 to $125 million
- **How can this gap be closed?**
  - Foundations
  - City
  - State
  - Private donors

<table>
<thead>
<tr>
<th>Capital Cost (Prelim Estimate)</th>
<th>STITCH</th>
<th>THE CAP (BLOCKS 3&amp;4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal (BUILD and STBG)</td>
<td>$6 - $25 million</td>
<td>$6 - $25 million</td>
</tr>
<tr>
<td>State</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td>Regional (ARC RTP)</td>
<td>Unknown</td>
<td>$10 million</td>
</tr>
<tr>
<td>MARTA/T-SPLOST</td>
<td>$20-$40 million</td>
<td>$20 - $40 million</td>
</tr>
<tr>
<td>TAD Bond</td>
<td>$33 - $45 million</td>
<td>$5 - $10 million</td>
</tr>
<tr>
<td>CID/ Special Assessment Bonds</td>
<td>$66 - $78 million</td>
<td>$20 - $30 million</td>
</tr>
<tr>
<td>Other</td>
<td>$4 million</td>
<td></td>
</tr>
<tr>
<td>Total Funding Sources</td>
<td>$129 - $207 million</td>
<td>$61 - $115 million</td>
</tr>
</tbody>
</table>

**Funding Gap**

<table>
<thead>
<tr>
<th></th>
<th>STITCH</th>
<th>THE CAP (BLOCKS 3&amp;4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$246 - $324 million</td>
<td>$71 - $125 million</td>
<td></td>
</tr>
</tbody>
</table>
Implementation

**Funding:** What is the opportunity for unlocking public funding sources?

Preliminary estimates from CAP show potential - these are highly competitive sources

<table>
<thead>
<tr>
<th>Federal</th>
<th>State</th>
<th>Regional and City</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUILD and STPG</td>
<td>Sales tax, transportation</td>
<td>ARC, MARTA, ATL, T-SPLOST</td>
</tr>
<tr>
<td>$7-$40 million</td>
<td>$3-4 million</td>
<td>$20-$40 million</td>
</tr>
<tr>
<td>What is the transportation infrastructure element?</td>
<td>Is there support from state officials?</td>
<td>Is this a transit and TOD project?</td>
</tr>
</tbody>
</table>
Implementation

**Funding:** What is the opportunity for value capture (TAD, CID, Special District)?

- Studies have demonstrated a **value premium** for properties located near a high-quality park or transit station.

- Property value premium of Stitch will depend on the **development opportunities** it unlocks.

- The park and transportation investments generate **new TAD, CID, and other revenues** that can help fund the infrastructure costs up front.

- Competition from other projects to use TAD revenues - will require **political support**!

Source: Central Atlanta Progress
IMPLEMENTATION THROUGH PARTNERSHIPS
Housing Partnerships

New Partnerships to Create Inclusive Communities with Permanent Affordability

Atlanta Land Trust

Nonprofit developers

Atlanta Housing Authority

Foundations, CDFIs

Willoughby Mariano, Lindsey Conway, Anastaciah Ondieki, The Atlanta Journal-Constitution

How the Atlanta Beltline broke its promise on affordable housing
Homelessness Partnerships

New Cross-Sector Partnerships to Address the Unhoused population

ClearPath: Atlanta’s Five-Year Plan to Make Homelessness Rare, Brief, and Non-Recurring

Ending Homelessness

St. Luke’s

Nonprofit developers/services

Atlanta Parks Department

Woodruff Foundation

Emory Hospital

HouseATL Partners from HOME
Transportation Partnerships

Transportation program in the long range ARC plan:

- Civic Center Marta Station
  - Transit Oriented Development Opportunity
    - Bus Transit Station
- Cycling and pedestrian greenway expansion
  - Emphasizing the Stitch as a “crossroads”
    - Walking and biking club event and activities

Wellness Partnerships

Health and Wellness:

• Concept for an “Emory Health District,”
  Opportunity for:
  • Integrating education, research, patient care, with park’s community health vision
  • Connect citizens, employers, workers, and students to EUHM through programs
  • Creating attainable housing (workforce, students)
  • Aspire to be the healthiest city in the United States – in shape for the Stitch
Next Steps

**ACTION: Scale relative to assets, costs, and impact**

- Klyde Warren Park in Dallas at 5 acres is the typical size of capping projects and meets park and public space objectives
- Engineering considerations
  - Traffic disruption
- Operating and program costs
- Fundraising and philanthropy

![Klyde Warren Park Image](https://commons.wikimedia.org/wiki/File:Dallas_-_Klyde_Warren_Park_19.jpg)
Next Steps

**ACTION: Commit to an Equitable and Inclusive Community Anchor by The Stitch**

- Equity + Inclusion = resilient, safe, welcoming community
- Every great city has a great park system (Boston, Chicago, Minneapolis, Seattle, and Atlanta)
  - 10 minute walk – National wide park movement
  - New paradigm for parks
  - Define the benefit and connections to a broader community around the Stitch (within ½ mile) of the project

[www.NRPA.org Understanding equity](www.NRPA.org)
Next Steps

**ACTION: Engage, Collaborate and Align (establish relevance and funding will follow):**

- **Jump Start:** Downtown Atlanta Master Plan
- Advisory Committee (evolution)
  - Formalize diverse steering committee
    - Business community, neighborhood/community, churches, universities, parks and cultural affairs, key utilities, MARTA / FHWA/GDOT, nonprofits, CVB
- Hire Engagement Coordinator and develop a communications strategy
Next Steps

Action Item: Leadership Will Drive Governance

- **The City of Atlanta**: Clarify role as project sponsor
- **Partnership Umbrella**: Establish new 501(c)3 non-profit to design, develop, and operate Stitch
- **FHWA/GDOT Approvals**: Obtain permission to use freeway airspace ROW
Next Steps

Action: Begin Pre-Development Phase

- Begin **Campaign** for initial $10M Investment
- Test Support from funders for a Equitable Community Driven Approach to The Stitch
- Begin **Preliminary Engineering & Design**
- Apply for ROW approvals from FHWA/GDOT
- Initiate Environmental Review
Next Steps

Action Item: Review and Clarify zoning and design guidelines

- Review opportunities within the Zoning rewrite with an eye towards The Stitch
- Enforce Design standards that prioritize the public realm framed by high quality buildings that respect the human scale
- Future proof parking garages for adaptive reuse
Key Takeaways

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