



# City Center site and infrastructure investment criteria

August 14, 2012



# Agenda

- Planning process update
- City Center Goals
- City Center location criteria
  - Overall focus area
  - Strategic sites
- Public/private partnership criteria for mixed-use development
- Discussion







## Planning process

- Stakeholder interviews
- Analysis: markets, infrastructure, urban design, development opportunity (design and economics)
- Public engagement:
  - May opportunities and challenges sessions
  - June visioning workshops
- Draft plan:
  - Location, partnership, investment criteria
  - Development character goals, guidelines
  - Zoning update
  - LCI Plan
  - Implementation strategies
- Final plan documentation





## Key goals for the City Center

- Create a **vibrant, walkable City Center district** rich in amenities desired by the community (retail, recreational, educational and cultural facilities...)
- Create a **City Green** hosting a variety of outdoor activities, framed and activated by adjacent City Center development, plus other supportive open space facilities, connecting to the City's neighborhoods and larger open space network
- **Catalyze significant market-driven investment** by the private sector in walkable, mixed-use, amenity-rich redevelopment supporting:
  - City Center development goals
  - Sandy Springs' fiscal goals
- Create an appropriate setting for a **new civic/cultural center** serving as a place of community activity and identity
- Create a system of appropriate **infrastructure supporting the City Center**, including attention to walkable streets, stormwater, traffic flow, transit services, bicycling facilities, parking, utilities and signage







## Where will the City Center best succeed ?

The optimal focus area must:

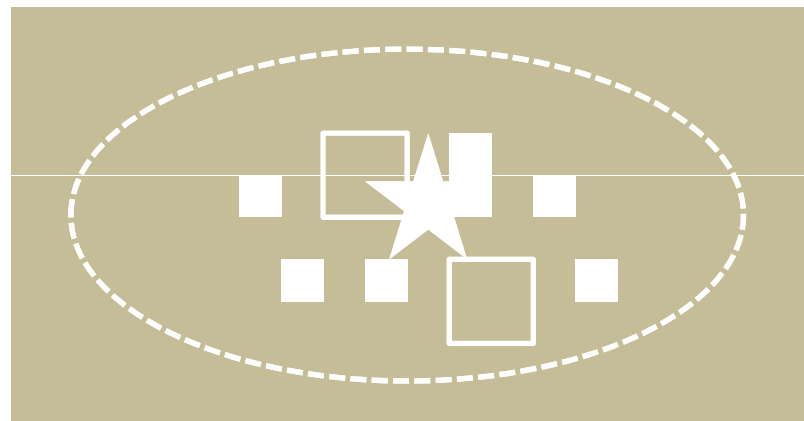
- Accommodate a substantial, active, market-driven mixed-use district
- Have ability to grow over time
- Offer many property owners opportunities to invest
- Include a prominent center of civic identity

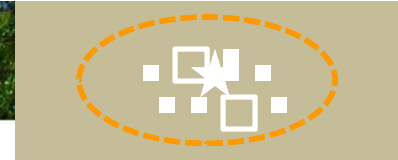




## Four steps can determine the optimal location

1. Select City Center primary focus area
2. Identify critical “anchor parcels” that are essential to the civic value and redevelopment feasibility of the City Center
3. Identify priorities for incorporating additional parcels into City Center
4. Determine preferred parcel(s) for locating civic/cultural center

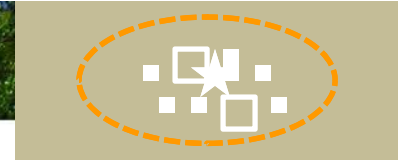




## Step 1: Select City Center primary focus area

Criteria	Desirable	Acceptable	Unacceptable
<b>1a. Feasibility threshold:</b> site acquisition costs are in line with values for mixed-use development with 40-50 housing units/acre	< \$1 million/acre	\$1-1.5 million/acre	> \$1.5 million/acre
<b>1b. Contiguous area:</b> foster walkable connections among multiple parcels, streets and blocks	City Center entirely to one side of Roswell Road	2/3 of City Center to one side of Roswell Road	< 2/3 of City Center to one side of Roswell Road
<b>1c. Prominent location:</b> serving marketability, civic identity	Frontage on Roswell Rd, Sandy Springs Circle and at least 2 east-west streets	Frontage on Roswell Rd or Sandy Springs Circle; and at least 2 east-west streets	Frontage on neither Roswell Rd. nor Sandy Springs Circle; and on only 1 east-west street

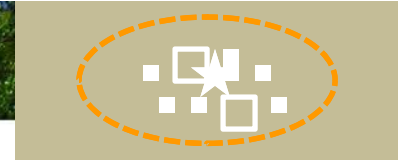




# Step 1: Select City Center primary focus area

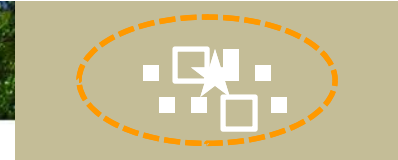
Criteria	Desirable	Acceptable	Unacceptable
<p><b>1d. Accessibility:</b> “Transit-ready,” providing good access from surrounding neighborhoods, preventing negative traffic impacts</p>	<ul style="list-style-type: none"> <li>• On existing MARTA bus routes</li> <li>• &gt; 20 units/acre or FAR 0.5</li> <li>• Opportunity for future shuttle connections to MARTA rail</li> <li>• Auto access not dependent on Roswell Rd. driveways</li> <li>• Inviting ped access from east-west streets</li> <li>• Traffic impacts acceptable</li> </ul>	<ul style="list-style-type: none"> <li>• On existing MARTA bus routes</li> <li>• &gt; 20 units/acre or FAR 0.5</li> <li>• Auto access not dependent on Roswell Rd. driveways</li> <li>• Inviting ped access from east-west streets</li> <li>• Traffic impacts acceptable</li> </ul>	<ul style="list-style-type: none"> <li>• Off existing MARTA bus routes</li> <li>• &lt; 20 units/acre or FAR 0.5</li> <li>• No opportunity for future shuttle connections to MARTA rail</li> <li>• Auto access dependent on Roswell Rd. driveways</li> <li>• No inviting ped access from east-west streets</li> <li>• Traffic impacts unacceptable</li> </ul>





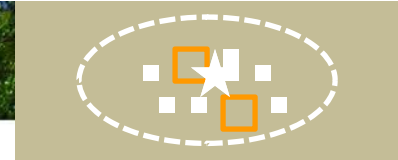
## Step 1: Select City Center primary focus area

Criteria	Desirable	Acceptable	Unacceptable
<p><b>1e. Can accommodate core program elements:</b> civic/cultural center, city green, critical mass of market-driven mixed-use development. <i>25-40 acres accommodates 40-65% of 5-10 year housing market (600-1000 units)</i></p>	<ul style="list-style-type: none"> <li>• &gt;40 acres</li> <li>• Includes:               <ul style="list-style-type: none"> <li>• City-owned</li> <li>• On the market</li> <li>• Under-performing</li> <li>• Parcels that would merit city acquisition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• &gt;25-40 acres</li> <li>• Includes:               <ul style="list-style-type: none"> <li>• City-owned</li> <li>• On the market</li> <li>• Under-performing</li> <li>• Parcels that would merit city acquisition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• &lt; 25 acres</li> </ul>
<p><b>1f. Can accommodate core infrastructure elements:</b> denser street grid, walkable pedestrian network, shared parking reservoir, district stormwater management</p>	<ul style="list-style-type: none"> <li>• Most new blocks can have max. 400' dimension</li> <li>• Build on existing streets to create 8-12 contiguous mixed-use blocks</li> <li>• Connections to nearby streets</li> </ul>	<ul style="list-style-type: none"> <li>• Most new blocks can have max. 400' dimension</li> <li>• Build on existing streets to create 4-8 contiguous mixed-use blocks</li> <li>• Connections to nearby streets</li> </ul>	<ul style="list-style-type: none"> <li>• No expansion of walkable street network</li> <li>• Redevelopment on isolated blocks</li> </ul>



## Step 1: Select City Center primary focus area

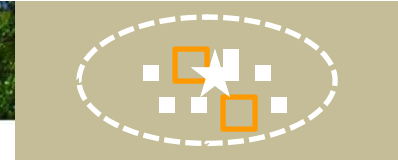
Criteria	Desirable	Acceptable	Unacceptable
<b>1g. Potential for additional public benefits, longer-term growth:</b> Major city park, additional public parking, etc. Future development opportunities on multiple adjacent parcels.	Potential expansion parcels totaling > 20 acres adjacent to or across a street from the assembled City Center Parcels	Potential expansion parcels totaling 10-20 acres adjacent to or across a street from the assembled City Center Parcels	Potential expansion parcels totaling < 10 acres adjacent to or across a street from the assembled City Center Parcels



## Step 2: Identify essential anchor parcels

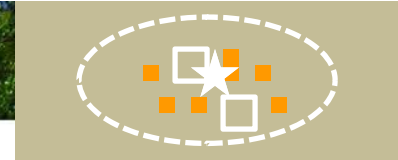
Criteria	Desirable	Acceptable	Unacceptable
<p><b>2a. Parcels alone or together accommodate essential program:</b> civic/cultural center, city green, public parking (4-6 acres); critical mass of market-driven mixed-use development (4-10 acres).</p>	<ul style="list-style-type: none"> <li>• Aggregate: &gt; 15 acres</li> <li>• Individual parcels: &gt; 5 acres</li> <li>• Two separate parcels “bookend” City Center to enhance impact of public investments on mixed-use potential</li> </ul>	<ul style="list-style-type: none"> <li>• Aggregate: &gt; 10 acres</li> <li>• Individual parcels: &gt; 4 acres</li> <li>• Two separate parcels “bookend” City Center to enhance impact of public investments on mixed-use potential</li> </ul>	<ul style="list-style-type: none"> <li>• Aggregate: &lt; 10 acres</li> <li>• Individual parcels: &gt; 4 acres</li> <li>• Only one anchor parcel</li> </ul>
<p><b>2b. Parcels are prominently located along major streets:</b> visibility to support market opportunity and civic identity. Major east-west roads include Johnson’s Ferry, Mt. Vernon, Hammond.</p>	<ul style="list-style-type: none"> <li>• Frontage along Roswell Road or Sandy Springs Circle <i>and</i>:</li> <li>• Frontage along a major east-west road</li> </ul>	<ul style="list-style-type: none"> <li>• Frontage along Roswell Road or Sandy Springs Circle <i>or</i>:</li> <li>• Frontage along a major east-west road</li> </ul>	<ul style="list-style-type: none"> <li>• No frontage along Roswell Road or Sandy Springs Circle</li> <li>• No frontage along a major east-west road</li> </ul>





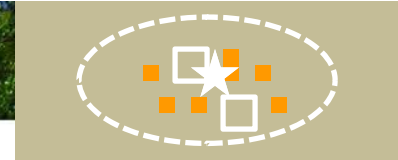
## Step 2: Identify essential anchor parcels

Criteria	Desirable	Acceptable	Unacceptable
<b>2c. Redevelopment is economically feasible:</b> mixed-use program considering demolition, site prep, hard/soft construction costs, infrastructure etc.; and new value from enhanced property, added businesses, residents and jobs, tax revenue, community facilities etc.	<ul style="list-style-type: none"><li>• Potential public amenities created (park, civic/cultural center) justify redevelopment</li><li>• Mixed-use redevelopment would exceed current value</li></ul>	<ul style="list-style-type: none"><li>• Potential public amenities created (park, civic/cultural center) justify redevelopment</li><li>• Redevelopment would require modest public investment (level TBD)</li></ul>	<ul style="list-style-type: none"><li>• Land and development costs prohibitive relative to new value created</li></ul>



## Step 3: Identify additional priority parcels

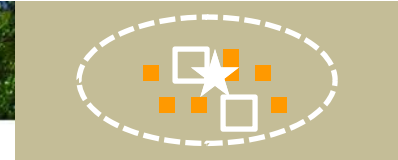
Criteria	Desirable	Acceptable	Unacceptable
<b>3a. Is the parcel available?</b>	<ul style="list-style-type: none"><li>• Owner is interested in partnership</li><li>• May require city-taking, justified by additional City Center economic and civic value</li></ul>	<ul style="list-style-type: none"><li>• On the market</li><li>• Would require city-taking, justified by additional City Center economic and civic value</li></ul>	<ul style="list-style-type: none"><li>• Owner is not interested in partnership</li><li>• Would require city-taking, not justified by additional economic and civic value</li></ul>
<b>3b. Does the parcel have a strategically valuable location?</b> Supporting visibility, key new connections, expansion of anchor parcel, etc.	<ul style="list-style-type: none"><li>• Located within the City Center focus area</li><li>• Located directly adjacent to, or facing, potential Anchor Parcels</li></ul>	<ul style="list-style-type: none"><li>• Located within the City Center focus area</li><li>• Located on the same block as, or facing, potential Anchor Parcels</li></ul>	<ul style="list-style-type: none"><li>• Not located within the City Center focus area</li><li>• Not located on the same block as, or facing, potential Anchor Parcels</li></ul>



## Step 3: Identify additional priority parcels

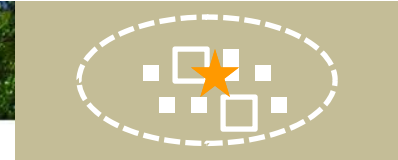
Criteria	Desirable	Acceptable	Unacceptable
<b>3c. Can the parcel contribute to essential program?</b> (Civic/cultural center, mixed-use development)	<ul style="list-style-type: none"><li>• Essential</li></ul>	<ul style="list-style-type: none"><li>• Due to proximity to other parcels, improves quality, cost effectiveness, etc.</li></ul>	<ul style="list-style-type: none"><li>• Does not contribute</li></ul>
<b>3d. Can the parcel contribute to essential infrastructure?</b> (Walkable street network, shared public parking, stormwater management etc.)	<ul style="list-style-type: none"><li>• Essential</li></ul>	<ul style="list-style-type: none"><li>• Due to proximity to other parcels, improves quality, cost effectiveness, etc.</li></ul>	<ul style="list-style-type: none"><li>• Does not contribute</li></ul>





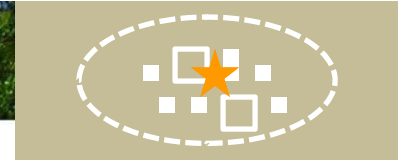
## Step 3: Identify additional priority parcels

Criteria	Desirable	Acceptable	Unacceptable
<p><b>3e. Can the parcel contribute additional benefits?</b> (Major park, additional public parking etc.)</p>	<ul style="list-style-type: none"> <li>• Parcel could accommodate one or more elements</li> </ul>	<ul style="list-style-type: none"> <li>• Due to proximity to other parcels improves quality, feasibility, cost effectiveness, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelopment would require excessive public investment (TBD)</li> </ul>
<p><b>3f. Redevelopment is economically feasible:</b> mixed-use program considering demolition, site prep, hard/soft construction costs, infrastructure etc.; and new value from enhanced property, added businesses, residents and jobs, tax revenue, community facilities etc.</p>	<ul style="list-style-type: none"> <li>• Potential public amenities created (park, civic/cultural center) justify redevelopment</li> <li>• Mixed-use redevelopment would exceed current value</li> </ul>	<ul style="list-style-type: none"> <li>• Potential public amenities created (park, civic/cultural center) justify redevelopment</li> <li>• Redevelopment would require modest public investment (level TBD)</li> </ul>	<ul style="list-style-type: none"> <li>• Land and development costs prohibitive relative to new value created</li> <li>• Redevelopment would require excessive public investment (level TBD)</li> </ul>



## Step 4: Identify preferred civic/cultural center parcels

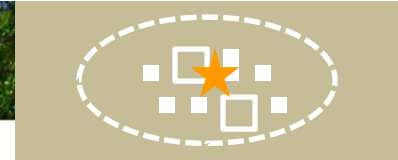
Criteria	Desirable	Acceptable	Unacceptable
<b>4a. Sufficient size:</b> accommodates Civic/cultural center, city green, public parking	• <b>&gt; 5 acres</b>	• <b>&gt; 5 acres</b> in combination with adjacent parcel	• 5 acres not achievable
<b>4b. Development catalyst:</b> Will the parcel spur private investment in mixed-use redevelopment?	Parcel (alone or in combination with adjacent parcels) can accommodate <b>&gt; 250K sf</b> of mixed-use development including <b>&gt; 50K sf</b> of restaurants, amenity retail	Parcel (alone or in combination with adjacent parcels) can accommodate <b>&gt; 150K sf</b> of mixed-use development including <b>&gt; 30K sf</b> of restaurants, amenity retail	Parcel (alone or in combination with adjacent parcels) cannot accommodate <b>&gt; 150K sf</b> of mixed-use development including <b>&gt; 30K sf</b> of restaurants, amenity retail



## Step 4: Identify preferred civic/cultural center parcels

Criteria	Desirable	Acceptable	Unacceptable
<p><b>4c. Civic prominence:</b> Parcel is sufficiently visible and accessible</p>	<ul style="list-style-type: none"> <li>• Frontage along Roswell Road or Sandy Springs Circle <i>and:</i></li> <li>• Frontage along Hammond, Johnson’s Ferry or other prominent east-west roads</li> </ul>	<ul style="list-style-type: none"> <li>• Frontage along Roswell Road or Sandy Springs Circle <i>or:</i></li> <li>• Frontage along Hammond, Johnson’s Ferry or other prominent east-west roads</li> </ul>	<ul style="list-style-type: none"> <li>• Lacks frontage along Roswell Road, Sandy Springs Circle or a prominent east-west road</li> </ul>
<p><b>4d. Redevelopment is economically feasible:</b> mixed-use program considering demolition, site prep, hard/soft construction costs, infrastructure etc.; and new value from enhanced property, added businesses, residents and jobs, tax revenue, community facilities etc.</p>	<ul style="list-style-type: none"> <li>• Potential public amenities created (park, civic/cultural center) justify redevelopment</li> <li>• Mixed-use redevelopment would exceed current value</li> </ul>	<ul style="list-style-type: none"> <li>• Potential public amenities created (park, civic/cultural center) justify redevelopment</li> <li>• Redevelopment requires modest public investment (ITBD)</li> </ul>	<ul style="list-style-type: none"> <li>• Land and development costs prohibitive relative to new value created</li> <li>• Redevelopment requires excessive public investment (TBD)</li> </ul>





## Step 4: Identify preferred civic/cultural center parcels

Criteria	Desirable	Acceptable	Unacceptable
<b>4e. Is timely implementation possible?</b> Civic/cultural center and/or park can be opened in time to complement near-term private-sector redevelopment, serve city business needs, and serve potential cultural center partners.	<ul style="list-style-type: none"><li>• Site can be confirmed and controlled by second quarter 2013.</li><li>• Facility can be opened by fourth quarter 2015.</li></ul>	<ul style="list-style-type: none"><li>• Site can be confirmed and controlled by second quarter 2013.</li><li>• Facility can be opened by fourth quarter 2017.</li></ul>	<ul style="list-style-type: none"><li>• Site can neither be confirmed nor controlled by second quarter 2013.</li></ul>



## Public investment strategy

- Target investments to support market-driven development
- Make the most of public and private investments by concentrating on walkable development corridors
- Pace public investment to private development projects through predictable plans, policies
- Invest only in lasting public benefits – like public parking, parks, streetscape
- Enable many individual entrepreneurs to participate
- Make public/private incentive policy clear, predictable





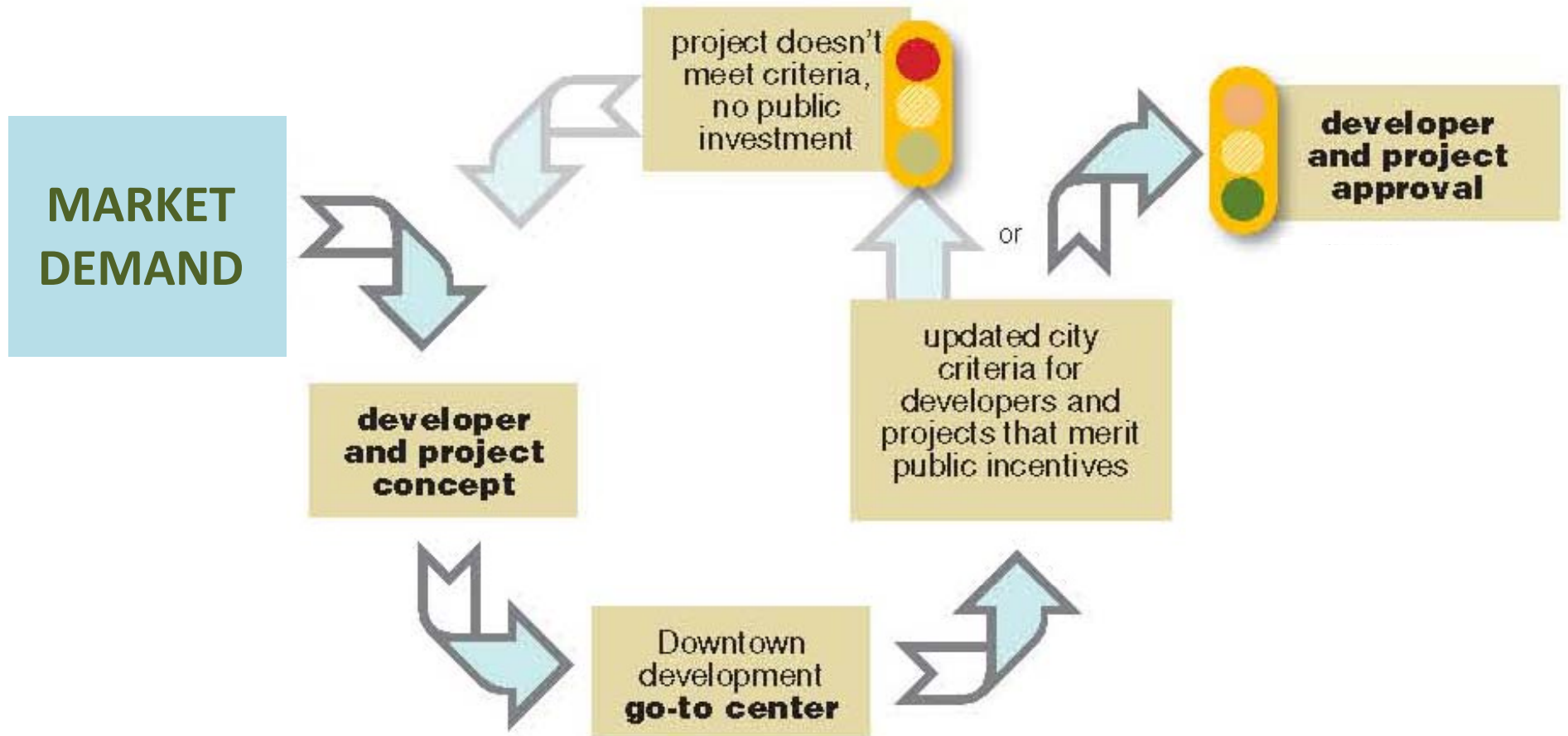
## Public private partnership criteria

- The developer
  - Appropriate experience (2-5 comparable projects by developer, designer)
  - Financial qualifications
  - Letters of reference (4-5)
  - Business deal
    - Demonstrated need for support
    - Public sector leverage (typical range: 1:2 to 1:6)
- The project
  - Required elements: walkable, mixed-use, appropriate location
  - Optional elements: additional public benefits (parks, streets, jobs or other economic development opportunities, etc.)





# Public/private partnership project review process







# Public/private partnership: returns on investment

