JANUARY 2013

SANDY SPRINGS LCI 10-YEAR UPDATE

INCLUDING MATERIAL FROM THE CITY CENTER MASTER PLAN

JANUARY 2013

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Contents

REPORT

ii List of Exhibits

iii Acronyms and Definitions

v Executive Summary

1 Methodology

2 Existing Plan Assessment

16 Market Analysis

20 Public Process

29 Master Plan Vision

38 Strategies

58 Lifelong and Green Communities

60 LCI Implementation Plan

APPENDICES

67 Appendix A: Long-Term Illustrative Plan

70 Appendix B: Proposed Street Sections

87 Appendix C: Public Green Space Network

92 Appendix D: LCI Report of Accomplishments

97 Appendix E: Five-Year Action Plan Matrix

Exhibits

REPORT

PAGE	EXHIBIT
vii	Exhibit 1: City Center Master Plan Study Area
3	Exhibit 2: Current Future Land Use Map
4	Exhibit 3: Current Zoning Map
6	Exhibit 4: Existing Physical Roadway Map
8	Exhibit 5: Existing Transit Infrastructure
11	Exhibit 6: Revive 285 Potential Alignments
12	Exhibit 7: Sandy Springs City Center Stormwater and Drainage
17	Exhibit 8: Housing Market Within City Center Study Area
17	Exhibit 9: Projected 25-Year Housing Profile of City Center Study Area
18	Exhibit 10: Projected 25-Year Commercial Development and Employment Profile of City Center Study Area
20	Exhibit 11: Thoughts, Opinions and Visions from the Community
22	Exhibit 12: Public Involvement Through Community Meetings
26	Exhibit 13: Initial Development Scenarios
27	Exhibit 14: Near-Term Plan
28	Exhibit 15: Public Surveys for the Preliminary Master Plan
40	Exhibit 16: Character Areas
44	Exhibit 17: Proposed Street Section Key Diagram
45	Exhibit 18: Street Section Comparison
46	Exhibit 19: Proposed Walkable Blocks
48	Exhibit 20: Proposed Transit Service Area Enhancements
50	Exhibit 21: Proposed Off-Street Multi-use Path Network
52	Exhibit 22: Green Space Framework
54	Exhibit 23: Parcel Classification
57	Exhibit 24: Proposed Roswell Road Access Management Strategies

APPENDICES

PAGE	EXHIBIT
67	Exhibit 25: Long-Term Illustrative Development Scenario
68	Exhibit 26: Potential Development Phases
70	Exhibit 27: Proposed Street Section Key Diagram
71	Exhibit 28: Street Section Comparison
72	Existing Roswell Road Street Section
73	Proposed Roswell Road Street Section
74	Existing Sandy Springs Circle Street Section
75	Proposed 4-Lane With Path Street Section
76	Alternate Proposed 4-Lane With Path Street Section
77	Proposed 4-Lane Street Section
78	Proposed 3-Lane With Parking And Path (Adjacent to Park) Street Section
79	Proposed 3-Lane With Parking And Path Street Section
80	Proposed 5-Lane With Path Street Section
81	Proposed 5-Lane Street Section
82	Proposed 2-Lane With Parking And Path Street Section
83	Existing Local Street Section
84	Proposed 2-Lane With Parking Street Section
85	Proposed Alley Street Section
86	Proposed Multipurpose Path Section
88	Exhibit 29: Green Space Activity Elements
96	Exhibit 30: Lifelong Communities Infrastructure

Acronyms and Definitions

ARC | Atlanta Regional Commission

ARTERIAL ROAD | *Major arterials* are routes that serve the major centers of activity with the highest traffic volumes and the longest trip lengths. A *minor arterial* road has similar characteristics but is shorter in length and links between major arterials. *source: GDOT*

AS-OF-RIGHT ZONING | Development regulations that enable direct approval of a project proposal by City staff without design review, if the proposal fully meets stipulated standards.

ATMS | Advanced Transportation Management System

AUTO-ORIENTED | Development patterns and street networks that are primarily designed to accommodate automobile transportation and tend to discourage other types of access, such as walking, cycling and using transit.

BIOSWALES | Ditches with plantings specifically selected to help naturally cleanse and slow the flow of stormwater (see *Rain Garden*).

BOLLARDS | Posts used to prevent vehicles from traveling onto sidewalks and other pedestrian areas.

COGENERATION | Provision of combined heating, cooling and/or power generation with equipment that captures waste heat from these processes to improve energy efficiency.

COLLECTOR ROAD | Local roads in an urban area that provide low levels of travel mobility (i.e., a subdivision road). *source: GDOT*

COMPLETE STREETS | Streets that perform a variety of functions, with emphasis on safe, inviting sidewalks; incorporating street trees and other attractive plantings; and creating an appealing setting for homes and/or businesses.

DESIRE PATH | Evident walking path worn along a street or other location where a paved sidewalk is not present.

DRAW AREA | Areas that households interested in living in City Center would come from.

EASEMENT | A right of use across property. Several adjacent private property owners might, for example, grant easements for public access along their property frontage to make space for a more generous sidewalk.

FORM-BASED CODE | An approach to development regulations that emphasizes desired qualities of buildings' forms (and focuses less on land use than conventional zoning); addresses street design as part of development regulations; and is typically presented in a highly graphic format to enhance understanding of code intent.

GDOT | Georgia Department of Transportation

LCI | Livable Centers Initiative

LEED© | Leadership in Energy and Environmental Design

LEVERAGE | A measure of the amount of private investment resulting from each dollar of public funds invested in infrastructure or related improvements to attract private investment.

MARTA | Metropolitan Atlanta Rapid Transit Authority

PRO FORMA | A financial summary of potential development projects that addresses major factors such as development costs (land, design, demolition, construction) and revenues (proceeds from sale and/or rental of new space).

RAIN GARDEN | An area landscaped with plantings selected to help naturally cleanse and slow the flow of stormwater, as well as to serve as a landscape amenity. They may be used in planting strips between sidewalks and curbs and on private development sites.

ROW | Right of way

SHARROWS | Roadway lanes prominently marked to be shared by cars and bicycles along streets with relatively low traffic speeds.

STEP BACK | Building form in which upper-story facades are recessed back from lower-story facade.

TARGET MARKET | For housing, the range of households that best match the characteristics of those likely to choose to live in City Center. For commercial uses, those retail stores, office businesses, hotels or other users most likely to choose to locate in City Center.

TDM | Transportation demand management: a system of incentives (such as transit pass subsidies and guaranteed ride home service for non-drivers) and disincentives (such as assigning single-occupant vehicles to less convenient parking areas) designed to increase travel by means other than individual cars. Typically organized by employers, TDM programs often include owners of residential buildings, business associations and municipalities.

WALKABLE | Development patterns and street networks that make walking safe, enjoyable and a principal means of moving among a variety of places and activities.

Executive Summary

Sandy Springs' City Center Master Plan process addressed major portions of the LCI Study Area, and included significant community engagement.

UNLOCKING NEW OPPORTUNITIES

The City of Sandy Springs intends to achieve a variety of objectives through the LCI 10-Year Update (January 2013 version). LCI refers to the Livable Centers Initiative, a program of the Atlanta Regional Commission (ARC) that assists local governments and organizations in planning efforts that are significant to the region. This plan incorporates additional material from the Sandy Springs City Center Master Plan that was unavailable when the previous version of this update was submitted in Sept. 2012. Exhibit 1 on page vii identifies the LCI study area and the City Center study area contained within it. This document (LCI Plan) places special emphasis on the City Center study area as the portion of the LCI study area best positioned for reinvestments that meet community goals. At the same time, it addresses the remainder of the LCI study area, which also offers important opportunities for reinvestment that complement the qualities of City Center and adjacent neighborhoods. A grant from the Atlanta Regional Commission (ARC) supported the joint planning process that created this update and the City Center Master Plan, which is available as a companion document. Joint objectives, described on page vi, under LCI Plan Outcomes, include:

- enhancing quality of life
- promoting economic development
- strengthening sense of community

This LCI Plan establishes a framework for public and private action that capitalizes on new demographic and market trends. The LCI Plan will equip the City to fill unmet demand for an active, pedestrian-oriented downtown area that includes expanded transportation options. The following conditions have unlocked this unparalleled level of opportunity to create civic and economic value in the study area:

- Real estate market interest in walkable, mixed-use development can transform the study area over time into a district with significant new housing, job and retail options—while enhancing the City's fiscal position.
- Public interest in parks, walkable streets and cultural events that bring people together can shape private investment helping to build a welcoming place full of life and community.
- The City's interest in and ability to make infrastructure investments and to update development policies to attract and support private investment can help address the issues of mixed-use development.
- The City Center can attract new high value development in ways that preserve and enhance nearby traditional residential neighborhoods.

KEY STAKEHOLDERS

In addition to general public meetings, the planning process included meetings with stakeholder groups. These groups included:

- **Property and business owners (for example, the Main Street Alliance)**
- **Business promotion organizations (for example, the Sandy Springs/Perimeter Chamber of Commerce and Perimeter Community Improvement Districts)**
- **Neighborhood representatives (for example, the Sandy Springs Council of Neighborhoods and Sandy Springs Conservancy)**
- **Homeowner associations**
- **Developers**
- **Sandy Springs Planning Commission**
- **Economic Development Advisory Committee**
- **Sandy Springs elected and appointed officials**
- **Partner government agencies (for example, GDOT and MARTA)**

GOALS

The Sandy Springs City Council outlined core goals the LCI Plan and City Center Master Plan, should strive to achieve:

- Create a unique, vibrant, walkable City Center rich in amenities desired by the community, such as commercial retail, recreational and cultural facilities.
- Catalyze significant market-driven private investment in walkable, mixed-use redevelopment that introduces substantial new dining, amenity retail, and entertainment options. This will both achieve City Center development goals and strengthen the district's ability to support Sandy Springs' fiscal goals.
- Create an appropriate setting for a new civic/cultural center that functions as a place of community activity and identity.
- Create comprehensive infrastructure to support City Center which would include: walkable streets, stormwater, traffic flow, transit services, bicycling facilities, parking, utilities and signage.
- Introduce a green space network that accommodates a variety of activities, draws activity from new development, and ties together City Center, established neighborhoods and existing open spaces.

These goals underwent significant discussion and refinement with a variety of stakeholders and with the general public in a series of forums designed to ensure that the final plan represents the broad interests of the Sandy Springs community and a balanced approach.

LCI PLAN OUTCOMES

The LCI Plan is intended to guide many individual actions in ways that achieve mutual benefits. The City has a central role in providing overall plan leadership and making strategic infrastructure investments, but the majority of new investment should come from private sources. The LCI Plan will create predictable conditions and policies to help attract this investment. LCI Plan illustrations that depict scenarios for reinvestment on private and public sites suggest, but do not prescribe, forms of new investment. New investment should be shaped not only by plan recommendations, but by the unique creative perspective each investor offers.

Application of the LCI Plan will help Sandy Springs achieve important benefits within approximately 10 years:

- Reinforce the City Center as an attractive place to live by establishing a series of internal neighborhoods including 1,500 or more units of new housing.
- Expand the City's retail offerings to include districts of restaurants and other pedestrian-oriented businesses.
- Create civic facilities that draw the community together in shared activities and convey community identity.
- Foster new business growth spurred by an expanded workforce, retail choices and transportation options.
- Improve the quality of traditional neighborhoods outside of the study area with new connections to City Center amenities and reduced development and traffic pressures.

PLAN ORGANIZATION

This document provides background on the public participation process; describes the market analysis that assisted with planning decisions; outlines the resulting plan; and outlines implementation strategies to bring about the desired changes the plan identifies. Designed as a "living document," the LCI Plan will evolve over time to meet changing conditions, but the basic values and goals within this document establish a firm target for future growth. The vision for greater community interaction, more green spaces, spontaneous fun, a unique local identity, and a connected, walkable core will guide Sandy Springs toward creation of an attractive, competitive City Center in which all residents can take pride and enjoy.

LCI PLAN AUTHORSHIP

The City of Sandy Springs developed the LCI Plan and City Center Master Plan with the help of a consultant team chosen for specific expertise in key areas:

- Urban design and planning: Goody Clancy (project leadership)
- Transportation: Kimley-Horn and Associates
- Commercial market analysis: W-ZHA
- Housing market analysis: Zimmerman/Volk
- Development regulations: Farr Associates

Exhibit 1: LCI and City Center Master Plan Study Areas

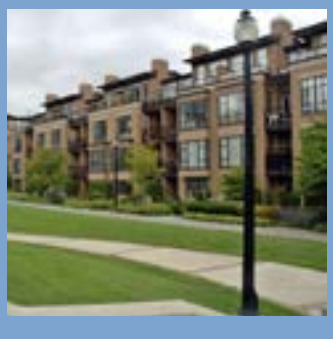
MARKET-DRIVEN INVESTMENT OPPORTUNITY

The LCI Plan builds on the premise that market-driven private investment will spur economic growth and provide community benefits. Housing and commercial market analyses focused on opportunity over five to 10 years. Multifamily housing emerged as the dominant market opportunity accounting for roughly 80-85 percent of likely mixed-use demand by floor area. Office, hotel and pedestrian-oriented retail constituted the remaining projected demand and offering substantial benefits by generating pedestrian activity throughout the day and expanding retail market demand. For further information, see the "Market Analysis" section beginning on page 16.

POTENTIAL FOR 8–10 BLOCKS OF NEIGHBORHOOD HOUSING

Housing: 1,500 units over 7–10 years

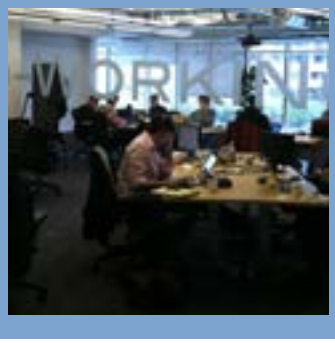
- **Lofts, townhouses**
- **55 percent rental—many under way**
- **45 percent ownership—priority around City Green**



POTENTIAL FOR 3–5 BLOCKS OF WALKABLE RETAIL

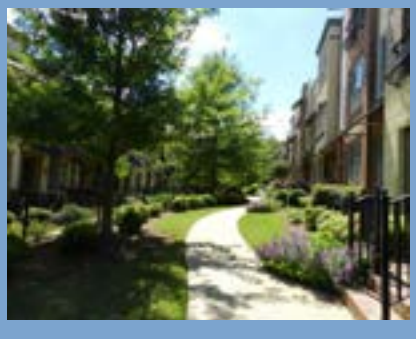
10-year market potential:

- **Retail: 120,000-200,000 SF—replaces underutilized retail, dining, specialty stores**
- **Hotel: 60 to 90 room boutique hotel—distinct from current hotels in market**
- **Office: 28,000–83,000 SF—small tenants, emphasis on local customers and workforce**



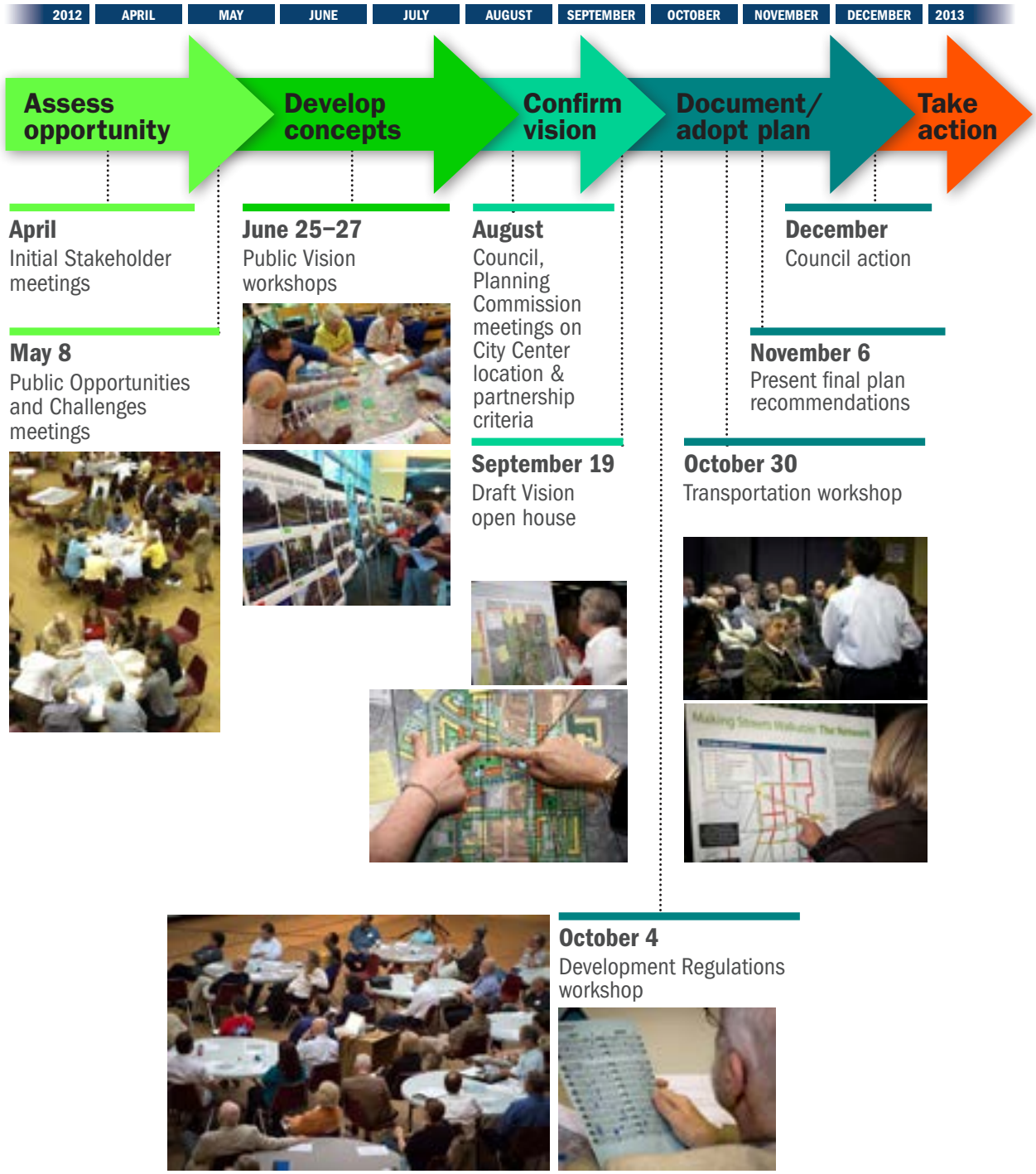
ADDING UP TO A VIBRANT NEIGHBORHOOD

Participants in an Oct. 4, 2012 Public Participation Visual Preference Survey provided their thoughts on development precedents. The image at near right ranked among the preferred examples for a residential neighborhood. The image at far right ranked among preferred examples for a walkable setting with shops at ground level next to park space and housing above.



CITY CENTER PLANNING PROCESS

The planning process included many opportunities for public participation. Solicitation and incorporation of ideas from the public helped ensure that the plan accurately represents the spectrum of priorities among residents and other stakeholders who will play important roles in implementing the plan. The "Public Process" section begins on page 6 and includes additional information.



PROPOSED ILLUSTRATIVE MASTER PLAN

The Master Plan Vision builds on a foundation of community values and market-based investment strategies. The concepts behind the plan grew out of public input; research and analysis of economic, transportation and urban design factors; and proven street and site design approaches. The "Master Plan Vision" section that begins on page 29 includes a detailed discussion of these concepts and their application to City Center.

MASTER PLAN GOALS

- *Create vibrant, walkable City Center.*
- *Catalyze private market-driven investment.*
- *Create appropriate setting for a new civic facility.*
- *Create a system of appropriate infrastructure.*
- *Introduce active, connected green space network.*

SOURCE: SANDY SPRINGS CITY COUNCIL

IMPLEMENTING THE LCI PLAN AND CITY CENTER MASTER PLAN

Eight strategies arranged within three themes lay out specific action steps the City and other stakeholders should take to make progress on fulfilling the City Center Vision. The "Strategies" section begins on page 38 and describes the action steps in greater detail.

	STRATEGIES	ACTION STEPS
Create mixed-use neighborhoods designed for people.		
1	Define **neighborhoods** within City Center.	• Define neighborhoods in the City Center character area based on their activities and appearance.
2	Bring a **mix of activities** together.	• Revise City Center development regulations to strongly encourage high value mixed-use development while accommodating improved single-use development along Roswell Road. • Develop a zoning code that defines coordinated land use and the design standards for sites, buildings and streetscapes.
3	Support mixed-use neighborhoods with a **network of walkable streets.**	• Define a range of street types according to their function. Use the street type definitions to indicate appropriate land uses and building/site design approaches along them. • For each street type, incorporate characteristics of walkable streets. • Refine the existing road layout into a finer grained network of walkable streets. • Improve streets in ways that enhance mobility for both vehicles and pedestrians. • Implement an access-management strategy to improve Roswell Road traffic flow, pedestrian safety and appearance. • Enhance the convenience and safety of bicycling in City Center. • Accommodate and encourage reduced parking and driving needs associated with mixed-use. • Enhance the availability and convenience of transit services.
4	Take a **cost effective approach** to utility infrastructure.	• Manage stormwater using new retention facilities that serve whole areas within the City Center. • Bury or relocate overhead utilities where cost effective benefits to property value and public open spaces are possible. • Screen the power substation along Hilderbrand Drive and Mt. Vernon Highway. • Enable installation of district energy infrastructure such as cogeneration facilities.
Create places of community that serve all of Sandy Springs.		
5	Expand Sandy Springs' network of **parks and greenways.**	• Create a City Green to serve as a center of community activity and identity. • Create smaller parks and plazas throughout City Center to help enhance value and sense of place. • Create green network connections among parks, plazas and greenways.
6	Attract more **arts, cultural and civic events** to City Center.	• Create a Civic Facility with a multipurpose venue that can accommodate cultural events as well as city government activities. • Work with local and regional arts organizations to expand programming.
Encourage investment.		
7	Establish a clear, **predictable process for development** in City Center.	• Streamline development review and approval. • Create public-private partnerships where appropriate to enable private development investments. • Actively promote investment opportunities to potential developers, businesses and residents. Work with the Sandy Springs Chamber of Commerce, Economic Development Advisory Committee and other organizations to promote City Center's new opportunities and identity. Recruit businesses, developers and/or others who would who would add value to the mix of uses in City Center.
8	Continue to focus on **key Roswell Road improvements.**	• Improve infrastructure by redesigning intersections, burying electrical distribution lines, synchronizing traffic flow and adding medians where possible. • Unlock business and property reinvestment with incentives. • Rebrand Roswell Road as the City Center's gateway.

Methodology

The process of creating the LCI Plan and City Center Master Plan began in early spring 2012 with commencement of work by the City's master planning team. The process incorporated input from a variety of sources:

- **Market analysis specific to the LCI study area, including:**
  - > Housing market analysis of demographic shifts to identify the emerging market for living in a City Center setting.
  - > Commercial market analysis with attention to retail, office and hotel uses in walkable settings.
  - > Economic analysis with close attention to the value and market potential of specific parcels in the study area. This helped identify development densities, parking configurations, building types and other characteristics that both represent attractive investment opportunities and support the LCI and City Center study areas through appropriate design and character.
- **Public engagement in a variety of formats:**
  - > Multiple public meetings, each incorporating opportunities for direct input in small groups and one-on-one settings, were held throughout the planning process. Initial meetings identified community opinion on the core opportunities and challenges Sandy Springs faces in the City Center study area. Other workshops informed stakeholders about market, transportation and urban design conditions and invited participants to collaborate on visions for the study area. Subsequent meetings shared vision scenarios for feedback.
  - > A website documenting the planning process: *http://sandyspringscitycenter.com/*.
  - > Ongoing meetings with key stakeholders.
  - > Close coordination of the planning process with City management.
- **Urban design analysis and development scenario testing, focusing on these principles:**
  - > Design characteristics of streets and buildings that make streets truly walkable.
  - > Combinations and proximities of land uses such as housing, stores and offices that support each other (e.g., connecting jobs and housing and helping retail businesses tap multiple markets); make efficient use of infrastructure (streets, parking, parks, etc.); and keep public spaces active and interesting weekdays, weeknights and weekends alike.
  - > Building and site development approaches that are market-based and tested to confirm economic feasibility.
  - > Identification of sites for open space, cultural facilities and civic offices based on relevant precedents and past City study of office space needs.
  - > Careful analysis of existing conditions to determine which sites would most likely develop over what timeframe. This analysis, in turn, helped determine the priority of coordinated investments in development, infrastructure and placemaking.
  - > Planning approaches that make efficient use of energy, water, land and other key resources.
- **Analysis of the study area's street network, including:**
  - > Current and future traffic flow.
  - > Existing and missing connections within the LCI and City Center study areas and to key destinations outside the district.
- **Analysis of the study area's utilities infrastructure, including:**
  - > Strategies for implementing district-based stormwater management.
  - > Strategies for improving the appearance of overhead utility lines.

This plan integrates all of this information into a coherent set of strategies.

Existing Plan Assessment

The 2013 LCI Plan and the City Center Master Plan are the culmination of a series of previous plans and studies. The first Sandy Springs LCI Plan was crafted in 2001 by the volunteer-based Sandy Springs Revitalization, Inc., prior to the City's incorporation. Since then, the plan has undergone a series of updates based on ARC's requirements to ensure that it remains pertinent to the area and responds to recent changes in markets, demographics and development trends. Formation of the City of Sandy Springs in 2005 introduced important new resources to help implement the plan, expanding its range of achievements. The most recent plan revision was a five-year update conducted in 2010. This section analyzes the LCI as revised in 2010, assessing implementation progress and comparing its future land use plan with the area's current zoning conditions.

Five-year action plan update

The 2010 LCI five-year action plan was revised to reflect implementation progress since the most recent five-year update (see Report of Accomplishments, Appendix D, page 92, for the full list). Several projects have been completed since then:

- Johnson Ferry Road streetscape
- Roswell Road streetscape improvements
- Northridge sidewalks
- I-285/Roswell Road interchange improvements
- Land acquisition plan for the City Center
- Revision to the Sandy Springs Overlay Zoning Districts requirements
- Update of the Fulton County Comprehensive Plan
- Amendment of the Fulton County Land Development Regulations
- Community Service Study for the South Sandy Springs area
- Heritage Bluestone Renovations

One project has been added to those under way: the Abernathy Road transit corridor design. Two projects have been pushed back to "Not Started" status:

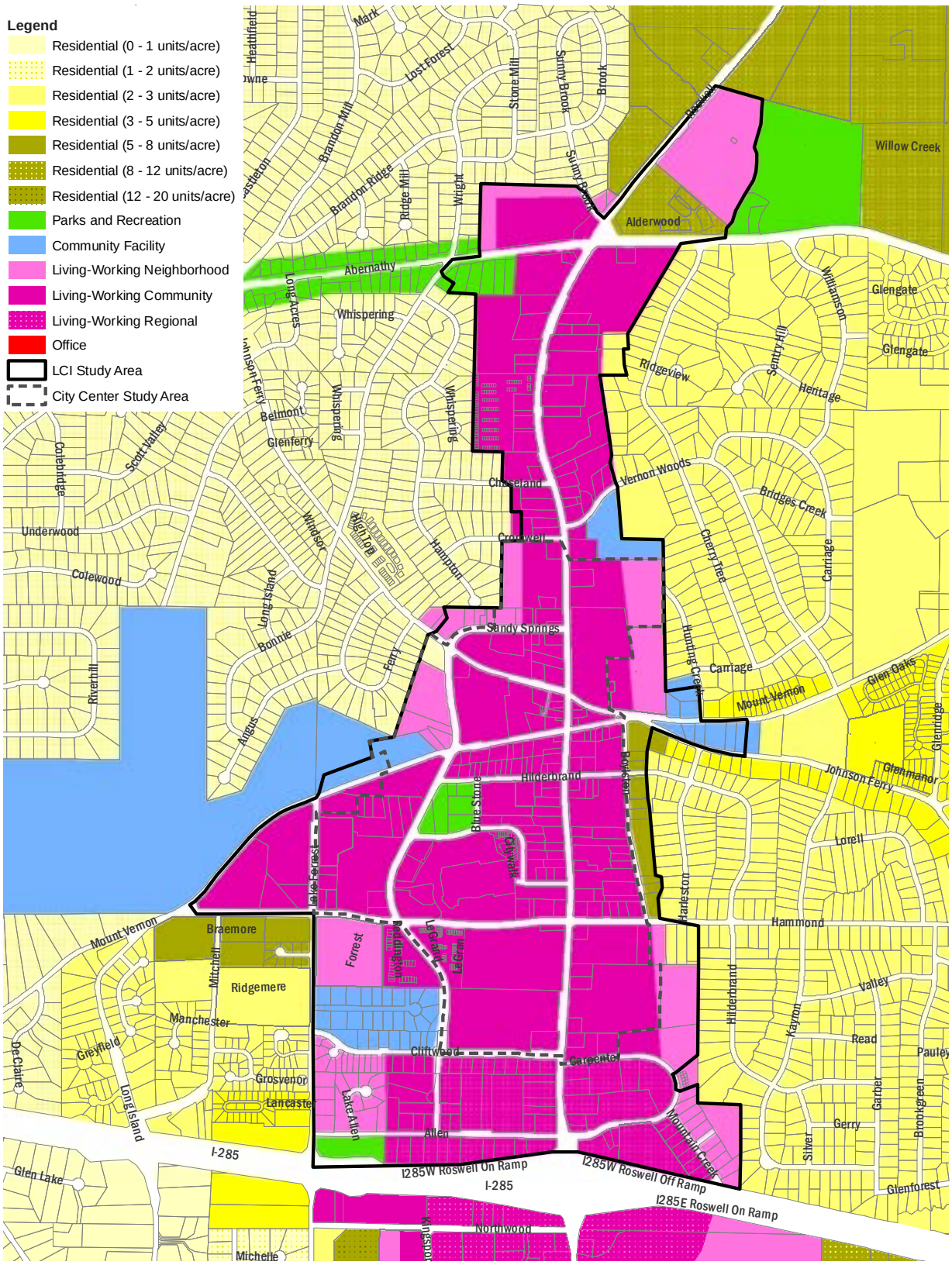
- Transit circulator feasibility study (unfunded)
- New I-285/Sandy Springs Circle Interchange (under study as part of GDOT's Revive 285 project)

Land use and zoning

Sandy Springs has refined its current future land use plan through LCI update iterations and other planning processes. The 2013 LCI Plan represents the next steps in this series. The plan's public engagement process generated a fresh vision and set of planning principles intended to guide future public investment and private development in Sandy Springs' core. This report translates the vision and principles into a revised future land use plan and includes a set of preliminary zoning recommendations to help enable its implementation.

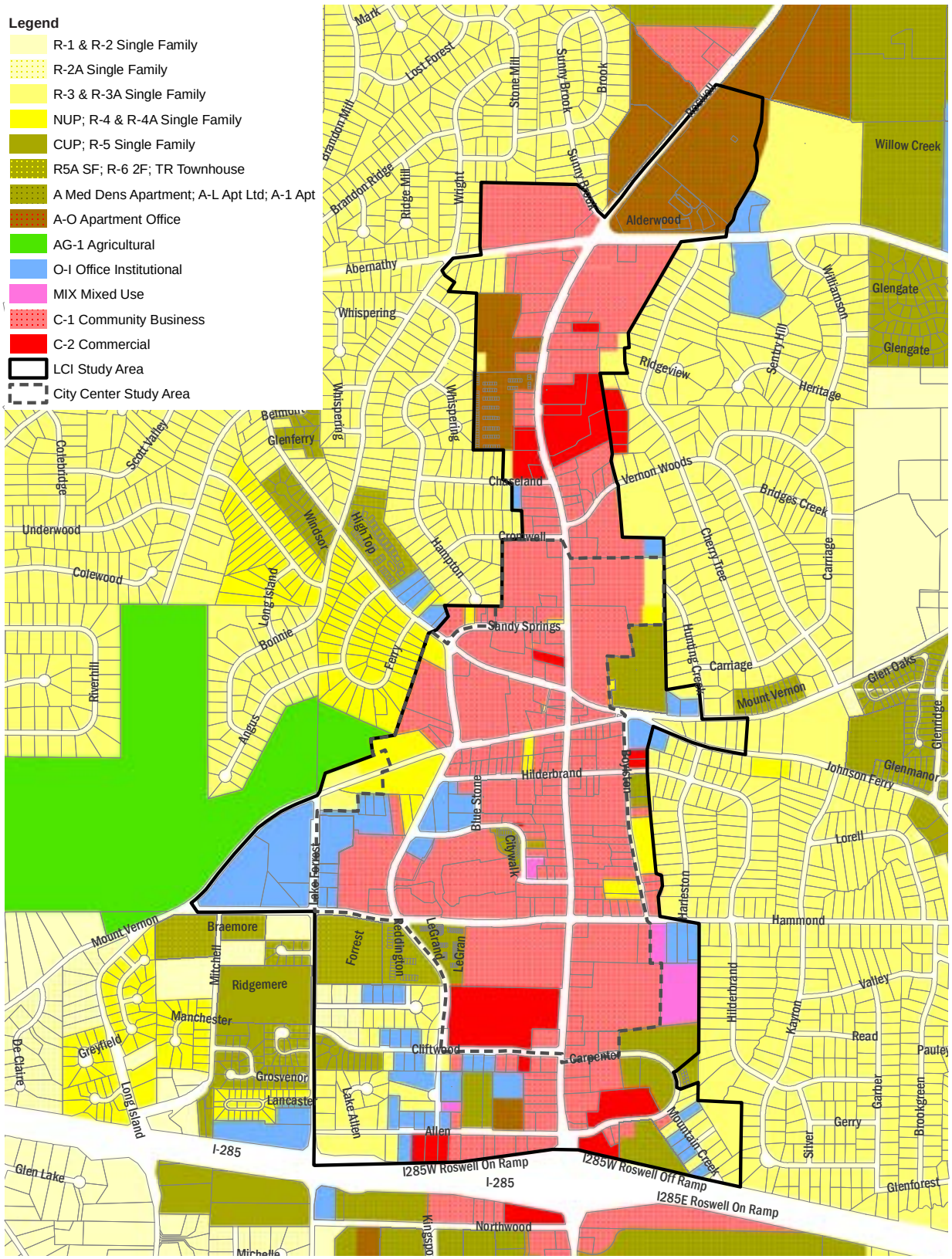
The study area's land use pattern is currently dominated by auto-oriented commercial uses along the regionally oriented Roswell Road corridor. Housing and institutional uses occur in a few sections of the corridor's periphery. Outside the corridor, suburban single family houses and garden apartment complexes predominate. Looking across Sandy Springs and the region, the typical separation of places for living and working in single-use areas poses challenges for the City's "jobs/housing balance." There are nearly as many jobs in the City (about 91,500 in 2010) as residents (about 94,000 in 2010), but only about seven percent of these are held by City residents (data source: W-ZHA). Eighty-four percent of Sandy Spring's workforce commutes out of the city to work. Locating more housing and workplaces in the City Center study area, which is within one to two miles of many additional jobs and housing units in the Perimeter and Medical Center areas, could help reduce commute times, ease regional traffic burdens, and help employers find the workforce they need.

Exhibit 2: Current Future Land Use Map (as of 2010)



The current future land use plan calls for mixed-use development in most of the study area.

Exhibit 3: Current Zoning Map



Current zoning does not adequately support the mixed-use development intended in most of the study area.

CURRENT FUTURE LAND USE PLAN (AS OF 2010)

The current future land use plan calls for a more neighborhood-oriented, mixed-use development pattern throughout the corridor and adjacent blocks (see Exhibit 2 on page 3). This plan's public engagement process found strong community support for a more walkable City Center environment with pedestrian-oriented retail, an expanded mix of housing options, and broader network of public open spaces. These goals reinforce the intent of the current future land use plan but also demand its refinement.

Future land use policy should reflect the community's vision for a walkable, mixed-use neighborhood-oriented City Center. Loosely delineated character areas, shown in Exhibit 16 on page 40, are proposed to organize the plan into centers, nodes and gateways that provide a more defined urban structure. They also help reinforce the area's hierarchical landscape around the future Civic Facility, City Green and walkable commercial core.

ZONING

The existing base zoning districts within the City Center area and along Roswell Road are predominantly C-1 (commercial), O-I (office and institutional) districts, with some R-4 (residential), C-2 (commercial) and MIX (mixed-use) districts (see Exhibit 3 on page 4). While most of these districts allow a moderate mix of uses, they do not enable the level of flexibility and variety necessary for a truly livable City Center. These districts also include bulk and site design standards that do not sufficiently support pedestrian-oriented development. The Main Street Overlay District provides a set of additional regulations intended to augment the base zoning districts by promoting a more walkable environment with streetscape standards, reduced off-street parking requirements, pedestrian-oriented building design guidelines, walkway requirements, and other pedestrian friendly provisions.

The existing combination of base zoning and overlay would, over time, lead to a somewhat more walkable, pedestrian-oriented downtown environment that contributes in part to the future land use plan's implementation. But too many limitations and inflexibilities remain to fully realize the community's vision for its City Center, suggesting the need for substantial revision of zoning regulations within the LCI study area.

This plan recommends revision of the current base zoning and overlay districts with updated zoning districts that include use and form requirements tailored to the character areas defined by the Master Plan process. Building form and land use should enhance the entire study area—public streets and parks, as well as the overall value of private development—by responding to character standards that define larger street corridors and neighborhoods. (See the Strategies section of this report for more details on specific zoning recommendations, particularly Strategy 2, on page 41.)

Transportation and infrastructure

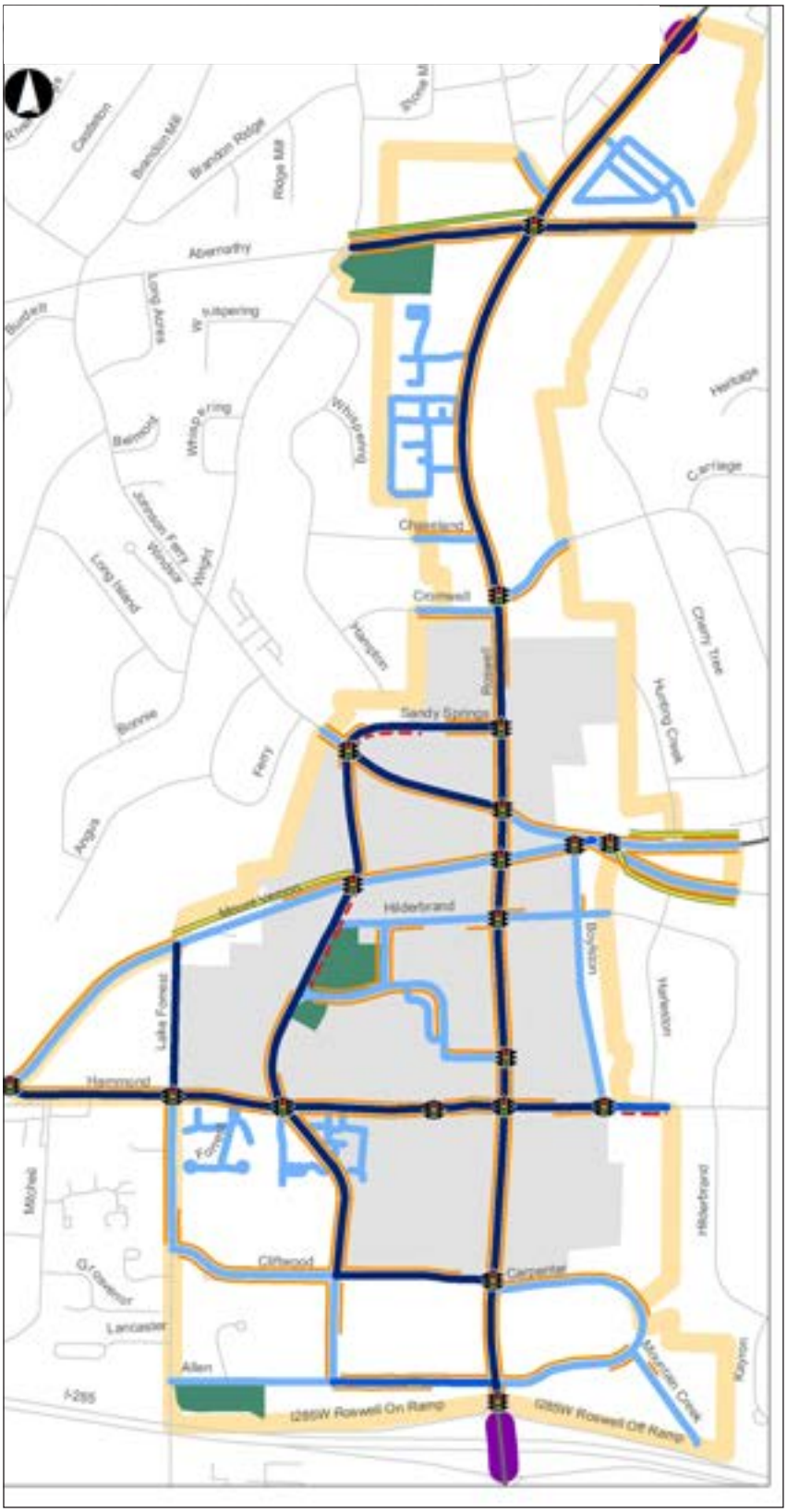
TRANSPORTATION PLAN ASSESSMENT

As part of the LCI 10-year update, it is imperative to evaluate the LCI transportation improvement plan in relation with existing facilities in the study area as well as with local transportation plans. Although funding shortfalls have detained some portions of previously planned activities, projects noted in the LCI five-year update are still of interest today. In the following section, there are more detailed descriptions of current conditions and planned projects that align with the LCI Plan.

PEDESTRIAN AND BICYCLE

Pedestrian facilities throughout the study area are largely inconsistent (see Exhibit 4 on page 6). The most consistent sidewalk coverage on either side of a roadway can be found along Abernathy Road where recent construction has included continuous sidewalk on either side. Roswell Road has consistent coverage on either side except for a short segment on the east side just north of Sandy Springs Circle. Recent sidewalk improvements along Hammond Drive provide continuous sidewalk coverage on both sides of the road from Roswell Road to Lake Forrest Drive (outside of this segment, sidewalks only exist on one or the other side of Hammond Drive). Additionally, some shorter seg-

Exhibit 4: Existing Physical Roadway Conditions



- Traffic Signals
- Bridges

Roadway Laneage

- 2 Lanes
- 3 Lanes
- 4 Lanes

Sidewalk Coverage

- Existing Sidewalk
- Desire Paths*

Bike Facilities (segments)

- Marked Bike Lane > 3 ft
- Outside Lane > 13 ft

Downtown Sandy Springs

- Downtown Study Area
- LCI Boundary
- Streets
- Major Roads
- Expressways

***Desire Paths: locations with no existing sidewalk but showing signs of heavy pedestrian traffic**

0 400 800 1,600 Feet

In the core of the study area, some sidewalks are discontinuous and many crosswalks traverse five or more roadway lanes, reducing walkability.

ments in the study area provide coverage on either side of the roadway. These include the segment along Sandy Springs Circle between Hammond Drive and halfway between Cliftwood Road and Allen Drive, along Cliftwood Road between Lake Forrest Drive and Sandy Springs Circle, and the short segment of Blue Stone Road between Hilderbrand Drive and City Walk Lane. Mt. Vernon Highway and Johnson Ferry Road generally have sidewalks on one side of the road, but not on both, and sidewalks tend to switch from one side to the other rather than providing a direct route.

Roadways with the least sidewalk coverage include Hilderbrand Drive, Allen Road from Lake Forrest Drive to Sandy Springs Circle, Mountain Creek Road and Boylston Drive. The rest of the unmentioned study area roads may provide some sidewalk, but generally not continuously along the length of any measurable segment or on both sides. Although many pedestrian related projects have been completed to date in Sandy Springs, there remain some areas with "desire paths," or paths worn into vegetation from heavy pedestrian use, in locations where pavement does not exist.

Bicycle facilities are limited within the study area. Roadways with bicycle facilities being installed include Mt. Vernon Highway and Johnson Ferry Road east of Boylston Drive, each with outside lanes greater than 13 feet, which is considered wide enough to share with cyclists as a bicycle facility. An additional segment of Mt. Vernon Highway between Sandy Springs Circle and Lake Forrest Drive includes sufficiently wide outside lanes as well, but does not connect directly to the aforementioned Mt. Vernon segment with sufficient width. The Abernathy Road widening project includes marked bicycle lanes on either side west of Roswell Road.

Opportunities for additional bicycle facilities are being studied with support from an $80,000 ARC/GDOT grant. The study is addressing possibilities both on streets and on off-street trails. Roswell Road is a difficult environment for bicyclists due to its heavy traffic, constrained right of way and many other factors. However, other opportunities exist along adjacent routes and should be further investigated. End-of-trip facilities, such as lockers and showers, should also be encouraged through the development code. There is a long list of planned but unfunded bikeway, sidewalk and multi-use path projects—some along roadway frontage and some separated from vehicular traffic along parkways.

TRANSIT

Currently, the Metropolitan Atlanta Rapid Transit Authority (MARTA) operates local bus Routes 5 and 87 through the City Center and LCI Study Areas (see Exhibit 5 on page 8). Each route supports approximately 425–440 boardings and approximately 485–530 alightings on an average weekday at the 46 stops within the study area. These routes serve the corridor well with multiple stops and relatively high frequencies. However, they are also victims of traffic congestion along the corridor during peak periods. This congestion reduces the incentive to ride transit, since travel times for those in personal vehicles are the same as for those on the bus. Progress has been made, however, in reducing congestion, as noted in the Street Network section below on page 9.

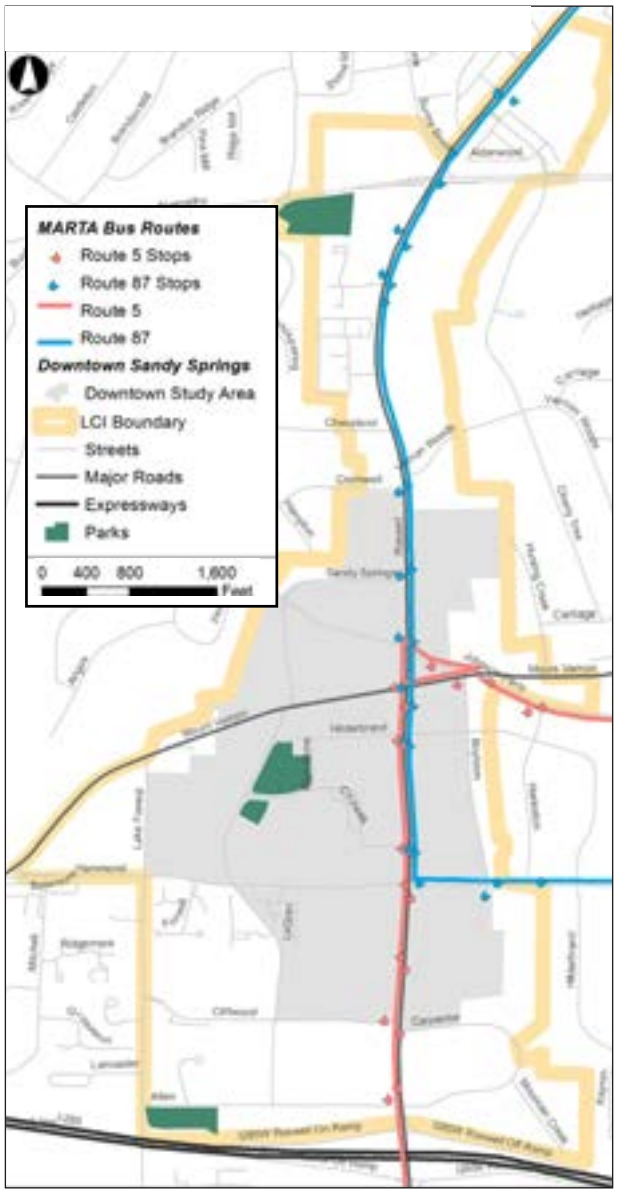
Route 5 connects to MARTA rail at the Lindbergh and Dunwoody rail stations. It operates on 15 minute headways during the weekday morning and afternoon peaks, 20 minute headways during weekday off-peak periods and 30 to 35 minute headways on weekends. Route 5 operates in the study area from Roswell Road south of I-285 through Johnson Ferry Road/Mt. Vernon Highway to the east. The most heavily used stop along Route 5 in the study area is the southbound stop at Roswell Road/Mt. Vernon Highway. This stop has a weekday average of about 100 boardings and 45 alightings. Northbound, Route 5 has its highest boardings and alightings at the Roswell Road/Sandy Springs Place stop with 40 and 70 boardings and alightings.

Route 87 connects to MARTA rail via the Dunwoody and North Springs rail stations. It operates on 20 minute headways during weekday morning and afternoon peak hours and on 40 minute headways off-peak during weekdays and on weekends. Route 87 operates in the

study area from the northern study area boundary on Roswell Road through Hammond Drive to the east of Roswell Road. The most heavily used stop on Route 87 is the northbound Roswell Road/Sandy Springs Place stop, which has a daily average of about 75 boardings and 35 alightings. Southbound, Route 87 has approximately 95 boardings and alightings at both the Roswell Road/Mt. Vernon Highway stop, as well as the Hammond Drive/Boylston Drive stop. Roswell Road/Mt. Vernon Highway has approximately 25 boardings and 70 alightings, whereas the Hammond Drive/Boylston Drive stop has an equal distribution of boardings and alightings.

There are bus shelters located on either side of the Roswell Road/Allen Drive stop (Rt. 5), at the Roswell Road/5925 northbound stop (Rt.5), Roswell Road/Mt. Vernon Highway southbound stop (both routes), and the Roswell Road/Sandy Springs Circle southbound stop (Rt. 87), There is a bench and waste bin at the southbound Roswell Road/Hammond Drive stop (Rt. 5/87), and the Roswell Road/Hilderbrand Drive northbound stop (Rt. 5/87). The City is working on a bus stop improvement plan in the City Center area to enhance existing shelter locations. Completion is anticipated by Dec. 2013.

Exhibit 5: Existing Transit Infrastructure



MARTA bus routes 5 and 87 serve the Roswell Road corridor and provide connections to the North Springs, Dunwoody and Lindbergh MARTA rail stations.

STREET NETWORK

Sandy Springs selected bus shelters of this design for installation at bus stops in the study area as part of an ARC-supported upgrade program.

The existing street grid includes large blocks with many closely spaced driveway entrances/exits, particularly along Roswell Road. The block sizes and multiple driveways detract significantly from walkability. Large blocks perpetuate the need for many driveways but also give the impression that destinations along a roadway are farther or more difficult to reach for pedestrians. It is also important to note great distances between traffic signals and pedestrian crosswalks encourage mid-block crossings without the aid of pedestrian infrastructure, since the length of the detour to the nearest crosswalk may outweigh safety considerations. Driveways are locations of potential conflict with other vehicles and with pedestrians, particularly because of high turn volumes of drivers entering or exiting a driveway. Additionally, interparcel connectivity is limited, requiring motorists to leave one driveway to enter another for access to various properties.

There are two principal arterials that traverse the Sandy Springs LCI study area. Roswell Road is a designated state route and is one of two principal arterials in the study area. Roswell Road is a four-lane facility with a two-way left turn lane throughout the majority of the study area. Roswell Road is the single direct north-south option through the LCI and City Center Study Area. It maintains a heavy flow of vehicles that include both local and commuter traffic and has no parallel routes within a mile to the east or west. Abernathy Road is the second principal arterial that traverses the LCI Study Area north of the City Center Study Area. Abernathy Road is a divided four-lane road to the east of Roswell Road. The western portion of Abernathy Road was recently rebuilt to match the existing cross section east of Roswell Road. The intersection of Abernathy and Roswell Roads has designated right and left turn lanes, as will other nearby intersections along Abernathy in the near future.

Installing upgraded signal equipment and fiber optic cable and improving signal timing have shown to reduce travel time and produce fuel savings. Working together, Sandy Springs and GDOT have made progress improving traffic flow along Roswell Road utilizing these measures as part of an Advanced Traffic Management System (ATMS). GDOT uses this tool as a key part of its Regional Traffic Operations Program (RTOP), which focuses on major road corridors. The RTOP program and ATMS system enable GDOT to closely track traffic operations remotely from its Transportation Management Center. A $1.3 million grant will enable extension of ATMS facilities from the LCI study area south to the Atlanta city boundary. Other than congestion, heavy vehicular traffic along Roswell Road poses some challenges for safety and place making that will likely need to be addressed in order for Roswell Road to better serve as Sandy Springs' City Center thoroughfare.

Minor arterials within the study area include Hammond Drive, Mt. Vernon Highway and Johnson Ferry Road. Each intersects Roswell Road in the City Center Study Area. Hammond Drive is a four-lane facility that originates at Mt. Vernon Highway to the west and drops to a two-lane facility at Boylston Road to the east. It has designated left turn lanes at each intersection. Mt. Vernon Highway is a two-lane, two-way facility with designated left turn lanes at each intersection, except between Roswell Road and Boylston Drive, where Mt. Vernon Highway becomes one-way eastbound in tandem with Johnson Ferry Road, which is one-way westbound at this same location. Johnson Ferry Road is a four-lane, two-way facility in the center of the study area between Sandy Springs Circle and Roswell Road. Johnson Ferry Road drops to a two-lane, two-way facility on either side of the four-lane segment.

Sandy Springs Circle is a four-lane, two-way collector that originates on Roswell Road just north of Johnson Ferry Road. It narrows to a two-lane road with a two-way left turn lane south of Cliftwood Road and dead-ends into Allen Road. Lake Forrest is a two-lane, two-way collector that originates at Mt. Vernon Highway to the north and passes below I-285 to the south at the boundary of the LCI Study Area.

Other roadways within the study area boundary are two-lane, two-way local roads that provide access to clusters of residential neighborhoods, retail and office facilities.

The evaluation process for future development projects should include assessment of their anticipated impacts on traffic congestion. Mixed-use development and expansion of the local street grid in the City Center area are strategies that can limit or even reduce traffic congestion, as discussed in the Strategies section of this document (page 38).

PARKING

Parking remains a needed commodity. Its location and design, however, deserve attention. Surface lots with roadway frontage not only promote driving, but also create an environment that is unattractive and poses potential hazards to pedestrian safety. As noted previously, large block sizes do not contribute to a walkable environment. This is particularly the case when large blocks have a deep building set-back paired with expansive parking facilities. The overlapping LCI and City Center Study Areas comprise approximately 566 acres. Of this total, approximately 156 acres, or about 27.5 percent, are dedicated to parking lots and garage structures (calculated by Kimley-Horn Associates from approximate parking facility boundaries drawn in the program ArcGIS and based on aerial images). A significant amount of frontage is dedicated to parking facilities in this region, particularly along Roswell Road. About half of the surface lots are located along frontage within 150 feet of the roadway. Parking facilities in the area typically serve a single parcel, although there has been some success interconnecting parking for several commercial or retail parcels.

PROGRAMMED AND PLANNED FUTURE PROJECTS

Sandy Springs Capital Improvement Projects

Fourteen Sandy Springs Capital Improvement Projects (CIPs) fall within the LCI study area. Projects include bicycle, pedestrian, and streetscape improvement projects; intersection improvements; roadway capacity improvements and Advanced Transportation Management System (ATMS) projects. Of the 14 projects, 11 are joint undertakings with the Georgia Department of Transportation (GDOT) and six are also joint projects with ARC. Some highlights from the CIP list include:

- CIP ID T-0002: Abernathy Linear Park will include a plaza, patio, gardens, lighted trail and playground, and extends from Johnson Ferry Road to Roswell Road, just west of the study area.
- CIP ID T-0011: The signalized intersections of Johnson Ferry Road, Mt. Vernon Highway, and Boylston Drive will be replaced by a pair of roundabouts to improve circulation and increase safety. In addition, one-way travel on Johnson Ferry Road and Mt. Vernon Highway between their intersection and Roswell Road will be changed to two-way travel to reduce turning conflicts at Roswell Road and simplfy wayfinding.
- CIP ID T-0014/15: A comprehensive sidewalk system will be constructed along Sandy Springs Circle.
- CIP ID T-0024: Hammond Drive will be widened to include a median, multi-use paths on both sides of the roadway, a linear park, and a right of way for fixed-guideway transit.
- CIP ID T-0031: I-285/Roswell Road bridge modification project will improve operational circulation, and add width and metering to on-ramps.

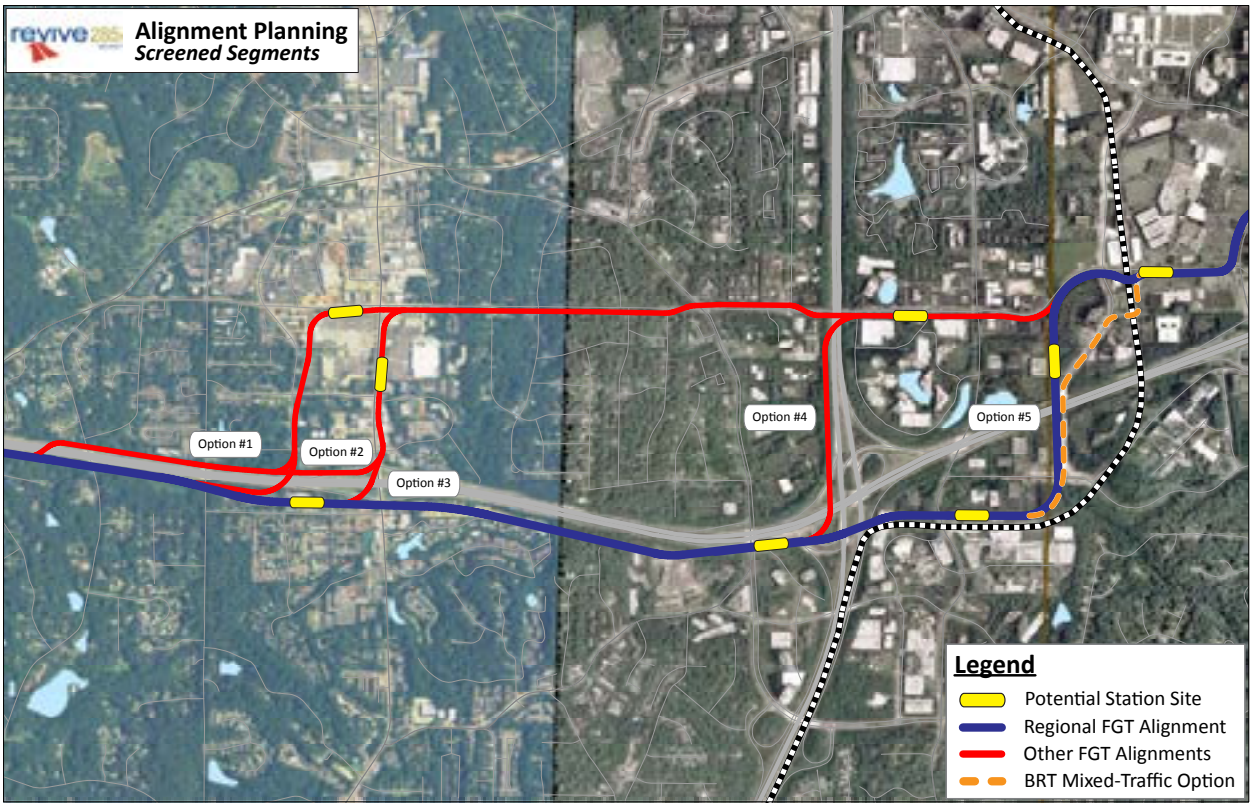
Georgia Department of Transportation Projects

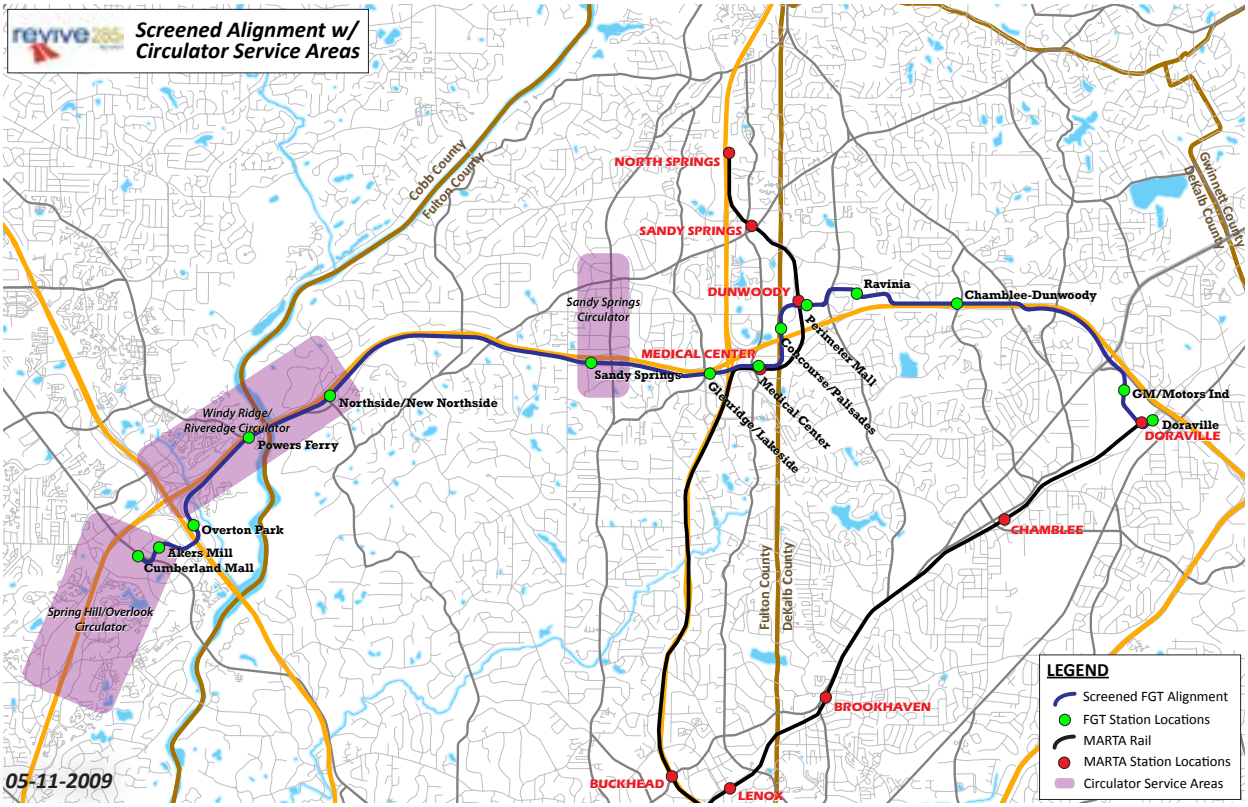
In addition to the aforementioned GDOT and Sandy Springs joint projects, GDOT has resurfaced parts of Roswell Road within the LCI and City Center study area. The previous resurfacing occurred in 1988.

Atlanta Regional Commission's PLAN 2040

Besides these six joint ARC/CIP projects, there is an additional Long Range/Aspirations project to provide a high-capacity rail line that would enter the LCI and City Center Study Area from the south along Sandy Springs Circle then would turn east on Hammond Drive. The PLAN 2040 Long Range Transportation Plan (LRTP) notes that designated Long Range projects anticipate federal funding with implementation scheduled for 2017–2040. Aspirations projects do not anticipate funding at this time, and implementation is considered to occur after 2040. The Long Range portion of the high capacity rail project includes right of way acquisition, whereas the Aspirations portion imag-

Exhibit 6: Revive 285 Potential Alignments





"Revive 285" concepts include an east-west fixed guideway transit (rail) corridor along I-285 providing service in or adjacent to the study area, as well as local circulator service.

SOURCE: GDOT

Exhibit 7: City Center Sandy Springs Stormwater & Drainage

The study area includes hilly topography and a significant amount of impervious surface (27.5% of the study area is covered with parking lots and parking structures alone), impacting stormwater runoff rates and quality.

ines the completion of a high capacity rail corridor. The City of Sandy Springs does not favor implementation of a heavy rail corridor along Hammond Drive. However, the City would be supportive of Bus Rapid Transit services along Hammond Drive between Roswell Road and the Perimeter Mall area.

Revive 285

The Revive 285 project seeks to alleviate the highly congested corridor between I-75 and I-85 on the top end of I-285. Corridor planning and identification of potential solutions have been completed, and the project is now in an assessment phase to determine the potential benefits and impacts of each alternative that has been identified (see Exhibit 6 on page 11).

The most recent project document notes three narrowed alternatives. The first is a no-build scenario that does not include the addition of any improvements to the existing five general purpose lanes in each direction on I-285. The second alternative includes a variety of interstate operational improvements, such as vertically separated off and on ramps, auxiliary lanes between interchanges to give drivers additional time to merge, and collector-distributor lanes that run adjacent to the interstate to provide access to additional exits and off-ramps; this alternative also adds express bus service traveling on general purpose lanes and with stops only in the Cumberland and Perimeter areas. The third alternative includes all of the operational improvements and the express bus service of the second alternative and fixed guideway transit (FGT) that would run from Cumberland Mall to the existing MARTA Doraville station, largely following the alignment of Interstate 285. The FGT option would pass through or near the Sandy Springs City Center and LCI Study Areas to the south, with a station as centrally located as the intersection of Hammond Drive and Roswell Road, or closer to I-285. Other connections to MARTA rail would likely be made at the existing Medical Center and Perimeter Mall stations, although the FGT alignment would include many other stops at locally and regionally significant locations along the I-285 corridor.

Other Regional Transportation Projects

Several other projects of regional scale have been proposed within and near the study area. One project is meant to widen Hammond Drive from two to four lanes between Roswell Road and Barfield Road near the interchange with SR 400. This project is included among the aforementioned Sandy Springs CIP as project T-0024, and would also involve support from GDOT and the Perimeter Community Improvement District. The Hammond Drive widening would add a median, multi-use paths on both sides of the roadway, a linear park that would run from Roswell Road to Glenridge Drive, and right of way for potential fixed-guideway transit. Nearby, another project is proposed to reconstruct substantial portions of the I-285/ SR 400 interchange to facilitate the flow of traffic and improve safety. A project is proposed for future extension of the MARTA North (Red) Line from the existing North Springs station to a new terminus station at SR 140 (Holcomb Bridge Road) in Roswell. Funding for these projects could come from federal, state,\ and local sources.

STORMWATER INFRASTRUCTURE

The portion of the LCI study area north of Mt. Vernon Highway falls primarily within the Marsh Creek watershed study area, while the portion south of Mt. Vernon Highway falls within the Long Island Creek watershed study area. Aging structures in place generally do not meet contemporary sizing standards for amount of impervious area within the watershed study areas (see Exhibit 7 on page 12). Although flooding within the LCI Study Area does not occur frequently, the intersection of Johnson Ferry Road and Sandy Springs Circle does occasionally experience flooding. The City's Five-Year Watershed Improvement Program (WIP) identifies this area as needing to be addressed. The WIP also indicates an area on the southwest corner of the intersection of Roswell Road and Abernathy Road for an enhanced detention facility.

An impaired segment of the Marsh Creek watershed intersects the LCI study area at the northern tip. The Marsh Creek watershed was noted to be most impacted by manmade channel alterations such as channelized reach, piped reach, rip-rap channel and outfall. Urban runoff is likely a critical source of contamination that will continue to be an issue as growth continues. It will be important for Sandy Springs to continue efforts to address runoff and stormwater drainage in order to help mitigate this water quality issue.

UTILITY INFRASTRUCTURE

Much of the LCI and City Center Study Area includes overhead transmission lines and distribution lines owned by Georgia Power. A main transmission line runs along the east side of Roswell Road through the study area approximately six feet from the back of curb. Regional power distribution lines are also present along most public roadways (including Roswell Road) within the study area. Other utility providers, such as cable and phone providers, share these distribution lines. A power substation sits on the south side of Mt. Vernon Highway just west of Roswell Road. This substation is very visible from Mt. Vernon Highway and from Hilderbrand Drive; many consider it an eyesore. While relocating or burying power lines or the power substation is desired, the costs associated with this may outweigh its benefit.

Conduit carrying fiber optic cable for coordinated traffic signal operations follows Roswell Road, Abernathy Road and Sandy Springs Circle. Fiber optic cable also follows Cliftwood Road from Roswell Road to Sandy Springs Circle, as well as a short segment of Hammond Drive just west of Roswell Road, west of Sandy Springs Circle to the edge of the LCI study area, and east of Roswell Road to Boylston Drive. Fiber optic cable on Abernathy Road is under construction to the west of Roswell Road, and proposed for west of Sandy Springs Circle on Hammond Drive to the edge of the LCI study area. There are also plans to extend fiber optic cable conduit south on Roswell Road from the study area to the Atlanta city boundary.

Obstacles to plan implementation

While some aspects of the 2001 LCI Plan have been implemented at least in part since its initial iteration, the wholesale transformation it envisioned has not yet been achieved due both to existing local conditions and changes in the broader economic and demographic contexts.

SPECIFIC CONSISTENCY ISSUES

Several specific reasons why the 2001 LCI Plan has not been fully realized stem from the immediate area's economic history, current property organization, developmental inertia and governance history.

The status quo has been reinforced by continued commercial success in the Roswell Road corridor. Many businesses and shopping centers have remained consistently profitable, reducing any market incentive to transform the current suburban format into a more urban setting. Even though higher values are possible, they would come only through development approaches entailing some risk and complexity.

Roswell Road is constrained by its reputation as an auto-oriented corridor with few pedestrian amenities. The area is known for parking lots and shopping centers, and local land owners are reluctant to "go it alone" as the first to switch to a pedestrian-oriented, mixed-use model with a different market position.

Small parcels and fragmented ownership make large-scale redevelopment along Roswell Road very difficult and expensive. A large-scale development comprising several acres is the only way to fully unlock potential new value on property fronting Roswell Road. Currently, most parcels (particularly on the west side of the street) are far too small to accommodate the necessary scale on their own, but parcel assembly in many cases is cost-prohibitive and/or compromised by uninterested owners.

District-wide transformation is rare without encouragement and organization. Coordinated steps among multiple private property owners and a municipality are typically necessary to achieve the qualities of a mixed-use district, which extend beyond the bounds of any one property. Many property owners interested in higher-value redevelopment would need to acquire land and form partnerships to access further development expertise and/or capital, in order to initiate redevelopment.

Right of way challenges prevented street improvements. Many recommendations of the 2001 LCI Plan required expansion of street right of way. The significant cost and legal efforts required to gain the needed right of way, coupled with lack of a city government to help lead and fund these efforts (see below), posed a crippling challenge to these initiatives.

Lack of incorporated city government impeded initial implementation. The City of Sandy Springs was incorporated in 2005. The 2001 LCI Plan was created through the work of Sandy Springs Revitalization, Inc., an organization that championed city incorporation and focused attention on issues in its future geography, but which itself lacked paid staff or governmental authority. Since 2005, the City has advanced and expanded on many initiatives identified in the 2001 plan and its updates, due to the study area's importance to the city as a center of amenities, access and economic development. Prior to 2005, however, the area's administration under Fulton County meant it received relatively lower priority for investment due to competition with other county priorities.

CHANGING CONTEXT SUPPORTING IMPLEMENTATION OF THE 2012 LCI PLAN

Several broader trends and developments, however, favor the general intent of the previous LCI Plan and will help advance implementation of this one. These trends include shifting demographics, evolving housing markets, and a new interest in and opportunity for public investment that achieves goals of the Sandy Springs community.

Demographics and housing trends. The nation's demographics have shifted over the past decade, particularly among potential homebuyers and renters. This change has altered the demand for various types of housing. The number of younger and older one and two person

households has grown rapidly in recent years, while the number of family-sized households headed by middle-aged people has shrunk. The growing market segments have shown a marked preference for condominiums, apartments, and attached single-family houses (townhouses, row houses), while detached single-family homes have lost popularity.

Evolving market. Nationally and in the Atlanta region, demand has grown over the last decade for mixed-use, multifamily housing options in well-connected, walkable, diverse neighborhoods. Retail and other businesses are also increasingly attracted to such environments. Beyond responding to consumer desires, walkable mixed-use environments also generate economic growth. Research by the Brooking Institution demonstrates that walkable mixed-use districts increased in value an average of 35 percent nationwide between 2000–2010, while single-use development designed primarily around auto access—characteristic of most development in the study area today—did not typically appreciate. Comprehensive recommendations in the Master Plan Vision and Strategies sections of this LCI Plan can unlock these market opportunities.

Public investment as part of the picture. The City of Sandy Springs plans to invest in a new Civic Facility and green to create a focal point of development intensity and community engagement in the City Center study area. This plus additional public investment in walkable streets and other infrastructure supporting market-based mixed-use development can serve as a powerful tool to stimulate complementary private-sector investment. Application of such coordinated public and private investment models in other cities has demonstrated compelling success in transforming conventional suburban development patterns into places offering significantly higher community and economic value.

Market Analysis

The analysis employed Zimmerman/Volk Associates' proprietary target-market methodology to assess the depth and breadth of potential demand. This approach has proved particularly effective in defining housing potential. It takes into account not only basic demographic characteristics, such as household income and age, but also less frequently examined attributes, such as mobility rates, lifestyle patterns, and household compatibility.

Overview

The planning team carried out analyses of both the housing and commercial markets in the study area to build a clear picture of market opportunities. Both stakeholder outreach and data guided these efforts. Analysis focused on opportunities over the next five to ten years, beyond which predictions are typically difficult to make. A straight line extrapolation of the five to ten year results can produce a reasonable projection of potential 25-year demand. In addition, the team prepared sample pro formas for prototypical redevelopment projects on representative sites to determine feasible development densities and the formats most likely to attract developer interest.

Multifamily housing emerged as the dominant market opportunity, accounting for roughly 80–85 percent of likely mixed-use demand by floor area. This housing would contribute significantly to the City's goals for City Center by imparting a stronger sense of neighborhood, increasing retail demand, supporting business growth by adding workforce, and improving fiscal returns for the City. Office and hotel space together could make up, roughly, another 5–10 percent of likely demand. While modest, these uses would create substantial benefits by generating daytime pedestrian activity and expanding retail demand, while allowing complementary sharing of parking and street infrastructure with housing. Pedestrian-oriented retail space could make up the remaining 5–10 percent of likely demand, with emphasis on unique eating establishments. The market analysis identified feasible development opportunities that helped shape the vision process, concept plan and strategies described later.

Housing

BASE MARKET ANALYSIS

The Master Plan team conducted an analysis of housing-market potential in the study area. The analysis combined long-term demographic trends and key predictors of demand in emerging markets for walkable mixed-use neighborhoods (see Exhibit 2 on page 3). This analysis assumes that City Center will develop as a walkable mixed-use district with a sufficient range of housing types (described later) to be a neighborhood and not just a string of isolated developments. In the absence of this key condition, the analysis projects much lower demand. Quality transit service, neighborhood oriented retail, parks and similar amenities would enhance housing demand within City Center.

The analysis determined that:

- Market opportunity exists for approximately 1,155 housing units over five years, with sustained demand beyond that for as many as 1,500 units over ten years.
- The market would absorb 1,155 units at a rate of approximately 231 units per year, not including turnover.
- A varied mix of unit types, sizes and prices would generate the strongest market response. While households from across the age spectrum are interested in living in City Center, younger singles and couples account for more than 85 percent of the market potential.
- New housing should reflect a balance of rental and ownership units, recognizing that each type has a valuable role to play in supporting City Center as

Exhibit 8: Housing Market Potential Within LCI Study Area (5 Years)

	NUMBER	% OF TOTAL	MARKET-ENTRY BASE	UNIT SIZES	RENT/PRICE PER SF
Rental lofts/apartments	790	68%	$825–$2,300 per month	550–1,500 SF	$1.33–$1.56
Ownership lofts/apartments	150	13%	$150,000–$350,000	800–1,800 SF	$174–$198
Ownership townhouse/rowhouses/live-work	215	19%	$215,000–$375,000	1,200–2,200 SF	$170–179
TOTAL	**1,155**				

DATA SOURCE: **ZIMMERMAN/VOLK ASSOCIATES, INC. 2012**

a desirable place to live. The rental and ownership components of market potential share a desire for high quality housing in a walkable setting with amenities. This means housing that is located within convenient walking distance of good choices for shopping and dining, parks and transit. The rental component in particular, reflects growing interest in rental by households that may have the means to purchase a home but choose to rent to maintain more options for where to live and/or in response to a perception that ownership may offer only limited financial reward. In the near term, most new housing development (roughly two-thirds over the next five years) will likely take the form of rental housing due to strong market demand and the availability of development financing. Developer interest in ownership housing appears likely to strengthen as financing sources recover from the recession. As the City acts to promote housing development on its property at the heart of City Center, it may need to place special emphasis on ownership housing to ensure that this form of housing has enough presence to balance the rental component.

PROJECTED 25-YEAR HOUSING PROFILE IN THE LCI STUDY AREA

Longer-term projections assume that demand will continue at a similar level for up to fifteen years beyond the initial timeframe because the demographic trends driving the market projections will likely continue over that period. In addition, once established, a desirable City Center neighborhood will likely create new demand as people experience its sense of community, amenities and design (see Exhibit 9, below).

Exhibit 9: Projected 25-Year Housing Profile Within LCI Study Area

TIMEFRAME	NEW UNITS (CUMULATIVE)	NEW + EXISTING UNITS	NEW RESIDENTS	NEW + EXISTING POPULATION	NEW HOUSING UNIT TYPE DISTRIBUTION
Existing (2010)	1,314	1,314	—	1,942	
5 years (2017)	1,115	2,469	1,705	3,647	• Rental lofts/apartments **68%** • Ownership lofts/apartments **13%** • Ownership townhouses/row houses/live-work **19%**
10 years (2022)	1,500	2,814	2,214	4,156	• Rental lofts/apartments **50-65%** • Ownership lofts/apartments **15-25%**; • Ownership townhouses/row houses/live-work **15-25%**
15 years (2027)	2,250	3,564	3,322	5,264	
20 years (2032)	3,000	4,314	4,429	6,371	
25 years (2037)	3,750	5,064	5,536	7,478	

DATA SOURCES: FUTURE HOUSING PROJECTIONS, **ZIMMERMAN/VOLK ASSOCIATES, 2012;** EXISTING HOUSING UNIT COUNT, **GOODY CLANCY, 2012**

Retail/office/hotel

SUMMARY OF FINDINGS

Projections of market potential and associated new employment include an estimate for 25 years based on extrapolation of 10-year projections, shown below in Exhibit 10. Figures in this exhibit address the entire LCI study area. Figures in the corresponding diagram in the City Center Master Plan address the City Center study area. In both cases, all growth potential is expected to occur in the City Center study area.

- **Retail:** Market potential exists for 120,000 to 200,000 square feet (SF) of pedestrian-oriented retail beyond existing retail over 10 years. Principal types of retail within this demand include restaurants, coffee houses and specialty stores. To be successful, these businesses should be grouped in areas with adjacent retail storefronts, a walkable sidewalk network extending across multiple blocks, and a mixture of complementary uses, including housing and workplaces. Careful tenant selection should offer retail options that mark City Center as distinct from nearby retail centers.
- **Hotel:** Over 10 years, the City Center could support a 60 to 90 room boutique hotel with a brand that sets it apart from other choices now in the market area. This potential exists independently of hotel market demand that may exist elsewhere in Sandy Springs. City Center would offer a unique setting for such a boutique hotel compared to other locations in the City or Perimeter area, which lack its walkable, amenity rich environment.
- **Office:** Market potential exists for approximately 28,000 to 83,000 SF of office space geared to small business tenants over 10 years. Businesses focused on providing services to the local community and businesses drawing a significant number of employees from Sandy Springs would likely represent the prevalent tenants. Although relatively high office vacancy rates would normally discourage new office construction, the amenities of the walkable, mixed-use City Center would carve out a distinct market position that could support this modest level of development.
- **Employment:** Commercial development projections imply the creation of about 580 to 1,120 new jobs in the study area over the next 10 years.

Exhibit 10: Projected 25-Year Commercial Development and Employment Profile of LCI Study Area
(Extrapolated From 10-Year Commercial Market Potential)

	RETAIL, RESTAURANTS, ETC.			OFFICE		HOTEL		
TIME-FRAME	SQUARE FOOTAGE	SALES	JOBS	SQUARE FOOTAGE	JOBS	ROOMS	JOBS	TOTAL JOBS*
Existing (2010)	2,420,000**	$425 million**	6,650**	1,215,000**	3,600**	150	75	**10,325****
PROJECTED GROWTH BY FIVE-YEAR PERIOD (CUMULATIVE ADDITIONS TO 2010 FIGURES FOR EACH CATEGORY)								
5 years (2017)	60,000–120,000	$25–45 million	225–450	14,000–41,500	50–175			**275–625**
10 years (2022)	120,000–200,000	$45–75 million	450–750	28,000–83,000	100–325	60–90	30–45	**580–1,120**
15 years (2027)	165,000–275,000	$65–110 million	625–1,025	42,000–125,000	175–500	60–90	30–45	**830–1,570**
20 years (2032)	210,000–350,000	$80–135 million	800–1,325	56,000–166,000	225–675	120–180	60–90	**1,085–2,090**
25 years (2037)	255,000–425,000	$100–165 million	950–1,600	70,000–208,000	275–825	150–225	75–115	**1,300–2,540**

* *Job figures represent estimates based on typical employee counts per unit of floor area.*
** *Existing (2010) sales and job figures for retail and office uses (not hotel) assume 25% vacancy.*

DATA SOURCES: EXISTING DEVELOPED FLOOR AREA, **GOODY CLANCY**; FUTURE DEVELOPED FLOOR AREA AND SALES PROFILE, **W–ZHA,** USING JOB-PROJECTION DATA FROM **ARC**

Methodology

Three sources of information frame the commercial market analysis: local fieldwork, third-party sources and personal interviews. W-ZHA fieldwork evaluated existing office supply in Sandy Springs and the competitive market area. Data from third-party sources steered the discussion of existing conditions and future opportunities. The major sources for this information were:

- Employment trends and projections by industry: U.S. Census, Atlanta Regional Commission and Moody's economy.com
- Office supply data: Colliers International and Dorey's
- Hotel performance data: Smith Travel Research

In addition to analyzing market data, W-ZHA conducted interviews with real estate brokers, property managers and developers. These person-to-person and telephone interviews provided valuable insights into the nuances of the local office and hotel markets.

Development feasibility

The feasibility analysis, built on sample development project pro formas, indicated that multifamily housing development with density of 40 to 50 units per net acre (measured without streets) represents the range of strongest development feasibility. This density translates into building heights of four to six stories and parking configurations of 30-50 percent surface spaces and 50-70 percent spaces located beneath buildings ("tuck under spaces") or one level of structured parking above grade or adjacent to sloping topography. Lower densities fail to add enough site value to cover assumed land costs. Higher densities require more structured parking, whose costs begin to diminish the value created by each additional unit and reduce investment return. This analysis intentionally relied on conservative assumptions and anecdotal accounts suggest that additional structured parking might work economically, possibly increasing densities to 60 units or more per acre.

Public Process

The planning process included many opportunities for public participation with an eye toward representing the breadth of ideas and priorities in the recommendations. Incorporating public input helped build support from residents and other stakeholders, who will play important roles in implementing the plan. See Exhibit 12 on page 22 for photographs of selected public engagement events. The process included:

- A series of public meetings, described in detail below, that created opportunities for public input in small group and one-on-one settings.
- A website documenting the planning process (http://sandyspringscitycenter.com/) promoted process transparency by hosting material discussed at public meetings and surveys for online input. The site received more than 3,200 unique visitors through Nov. 28, 2012, with almost 80 percent of the traffic originating from the City's website or Facebook page.
- Meetings with key stakeholders as listed on page v.
- Close coordination of the planning process with City management staff.

Defining Opportunities and Challenges

OVERVIEW

Two meetings held on Tuesday May 8, 2012, introduced the planning process to the public, and provided the community an opportunity to shape the plan vision and establish the key principles that will help define City Center. People spoke on a variety of themes connected with Sandy Springs' maturation as a city, from expanding the city's supply of park space to preventing negative traffic or character impacts on traditional single-family residential neighborhoods around City Center. See Exhibit 11 on this page for representative public comments.

GROUP BREAKOUT SESSIONS

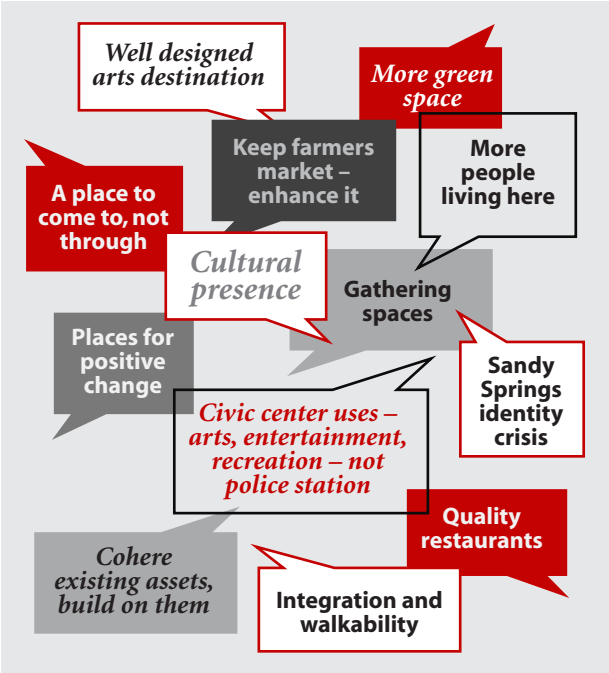
After an introductory presentation with contextual information and an overview of the planning process, the community formed small groups around tables equipped with maps and flip charts. Participants discussed their vision for City Center and generated sets of principles and top priorities to help guide the planning process.

KEY PRINCIPLES

A compilation of these statements, and the priorities assigned to them by breakout groups, yielded a summary of key principles that should guide City Center planning:

- **Community interaction:** safe and welcoming to all residents
- **Green spaces:** destination parks, neighborhood links, a network serving the city
- **Spontaneous fun:** arts, culture, activity
- **Unique local identity:** civic, business, community
- **Walkability:** compact, connected, healthy

Exhibit 11: Thoughts, Opinion, and Visions from the Community



Representative comments from the thoughts, opinions, and vision statements produced by members of the community.

Charrette workshop

OVERVIEW

A charrette-style series of public workshops was held between June 25 and 27, 2012, as part of the ongoing Sandy Springs City Center Master Plan and LCI Update process. The workshops enabled community members to learn about housing market opportunity, transportation conditions and urban design strategies specific to the study area, and to apply this learning to create a vision for the City Center. The public's collective input reflects a great diversity of opinion about specific aspects of the study area's design, such as where a civic building might be placed, how new streets should connect, and where parks should be established. The community also demonstrated a striking degree of consensus regarding the overall design principles of walkability and livability. Participants shared a general desire for a fun place to live, shop and work.

BACKGROUND FORCES OF GROWTH AND CHANGE

The master planning team conducted a series of presentations that collectively emphasized that the market and demographic forces shaping opportunity moving forward differ in important ways from those that shaped the City Center study area as it exists today. Zimmerman/Volk Associates presented its analysis of housing market potential, noting particularly strong potential for smaller units serving younger singles and couples, additional demand from a wide variety of household types, and the importance of locating new housing in a walkable setting with a range of retail and transportation choices. Kimley-Horn Associates addressed the need for improvement in the challenging pedestrian environment in much of the study area. It also identified the locations of traffic capacity constraints and places where excess traffic capacity offers the chance to convert lanes into space for on-street parking, street trees and/or bike lanes. Goody Clancy identified approaches to designing City Center to first serve people, not just cars. These included ways of addressing the five key principles from the Defining Opportunities and Challenges public meetings through 1) a well-scaled street and block network, 2) "complete streets" that serve multiple functions, 3) building use and design for a mix of living, working, shopping and recreation, and 4) trees and green spaces.

VISIONING SESSIONS

Participants broke into small groups around tables equipped with large maps, markers and modeling materials representing different building types. Guided by a series of questions posed by facilitators, participants translated broader strategies, themes and priorities into actual urban design solutions. The groups interactively modeled these solutions on their maps with the materials provided. They also attached photos from the visual preference survey image bank to the map at particular locations to indicate the neighborhood character they intend for various parts of their plan. After the session each group reported back to the full charrette describing their plan.

VISUAL PREFERENCE SURVEY

A series of boards displayed in the meeting space throughout the charrette process recorded the community's preferences regarding applicable urban design elements such as mixed-use streets, civic buildings, multifamily residential buildings, parks and plazas. Participants placed green dots beneath images of elements they considered appropriate for Sandy Springs and red dots beneath elements they did not prefer. An additional board with a map of the city recorded where people live, work or owned property in Sandy Springs, and how long they have done so.

VISION OPEN HOUSE

This 10-hour event displayed results of the Visioning Sessions as well as new overlay drawings interpreting ideas from the Workshop into a draft comprehensive vision. Throughout the day, participants were able to review this work and discuss vision concepts informally with planning team members.

KEY THEMES EMERGING FROM THE WORKSHOPS

- **Emphasis on mixed-use redevelopment and infill opportunities between Sandy Springs Circle and Roswell Road**—where land parcel value, size, adjacencies and ownership best support the emergence of a connected City Center over the near term.

Exhibit 12: Public Involvement Through Community Meetings

The public process included presentations, small group exercises and a survey of individual preferences.

- **Emphasis on community program element of the Civic Facility** (consider it a "community hall" rather than the "city hall" concept initially suggested). There was openness to various locations for the Civic Facility, from the former Target store site to City Walk and elsewhere.
- **Desire for new green space, retail and dining grouped within a short walk in City Center** (similar to Canton Road in Roswell).
- **Emphasis on park and plaza space connected to the civic building and accessible to the whole city,** plus a network of smaller green spaces serving other portions of the city center.
- Desire for **walkable connections** to adjacent neighborhoods.

DRAFT VISION CONCEPTS OPEN HOUSE

The planning team presented draft vision concepts at a public open house session on September 19, 2012. The vision concepts interpreted vision goals expressed by community members at previous public workshops, and reflected analysis of market opportunity, infrastructure and urban design conditions. The open house included repeating slide presentations of the draft concepts as well as a series of display boards at which participants could informally review concepts and discuss them with planning team members and city staff. Participants had opportunity to provide feedback by placing adhesive notes on the boards and by completing a survey offered both in hard copy and online (see Exhibit 15 on page 28). This feedback shaped subsequent development of the draft Master Plan presented on Nov. 6, 2012.

The draft vision concepts included emphasis on these elements:

- **Illustrative sketches** aiming to interpret vision goals into a preliminary look and feel for City Center.
- **Master Plan implementation strategies** outlining clear, defined actions. The eight strategies fall into

three themes: Create mixed-use neighborhoods designed for people; Create places of community serving all of Sandy Springs; and Encourage investment. Draft Master Plan framework elements including land use mix, transportation infrastructure, green space network, and arts and cultural events were presented as part of the series of strategies.

- **Market-based opportunity** for housing, office, retail and hotel space—and the importance of a mixed-use setting to capture market opportunity for each of these use types.
- Consideration of **four potential site options for a Civic Facility** (see Exhibit 13 on page 26 and the "Basic Goals" box on page 25). The Civic Facility is conceived primarily as a venue for community events including staged performances, community meetings, art displays and/or similar functions open to all Sandy Springs residents. The Civic Facility would also include administrative office space for city government, with police and court functions assumed to be located elsewhere. Various potential sites for the Civic Facility were considered for their value in complementing other infrastructure and development investments supporting City Center goals. The site options included two sites on the block containing the City-owned former Target store property, one site adjacent to the City Walk development at Sandy Springs Circle and Sandy Springs Place, and one site on the east side of Roswell Road between Hilderbrand and Hammond Drives.
- A preview of **development regulation policies and tools** to be considered in the subsequent Development Regulations Workshop.

DEVELOPMENT REGULATIONS WORKSHOP

An update of zoning, overlay and other development regulation tools could make a big difference in enabling property owners and developers to invest in the City Center more easily and in ways that support the Master Plan vision. On Oct. 4, 2012, a public session on these tools reviewed existing policy, including both its positive characteristics—such as emphasis on ground-floor retail spaces and pedestrian-oriented entrances located along sidewalks, not parking lots. Its shortcomings include the challenge of navigating text-based regulations.

The presentation introduced the practice of form-based development code, which uses graphic images to clearly demonstrate requirements and latitude for building and site design. Form based code offers project proponents the simplicity and efficiency of as-of-right approval of development proposals by City staff without need for additional review processes. This is made possible by the specific development and design standards of the code that ensure predictable, high-quality results.

Following this presentation, the planning team conducted an image preference survey of photographs of buildings and streets that might serve as models for City Center. Participants viewed images projected on a large screen and rated each on a scale of –5 to +5. The 120 images shown fell into three categories depending on where they might be applied in the City Center study area:

- **Areas with strong emphasis on a walkable environment,** including retail and other active uses at ground level, with housing, office space or other uses on floors above. This type of area would feature generous sidewalks, including places for outdoor dining, parks and plazas.
- **The Roswell Road corridor,** reflecting dual goals. First, accommodate the auto-oriented uses that have traditionally lined the corridor in a more pedestrian-friendly setting. Second, offer opportunity for the larger scale mixed-use development which is expected to attract increased interest by property owners and developers over time.
- Other **portions of the City Center expected to primarily contain housing development,** offering opportunity to project a strong sense of neighborhood character, and to connect to adjacent existing neighborhoods in ways that are compatible in scale and character.

After the image preference survey, participants discussed their choices in breakout groups devoted to the three image categories. A version of the image survey was also conducted on the City Center planning process website.

Results of the surveys and discussions were used to shape the land use and building development framework described below.

TRANSPORTATION AND INFRASTRUCTURE WORKSHOP

An emphasis on walkable mixed-use development in City Center needs walkable streets and a broader variety of good transportation choices to succeed. At an Oct. 30, 2012, public meeting, the master planning team presented a series of recommendations for transportation infrastructure improvements that support these goals, with opportunity for small group discussion of transportation-related topics afterward. Strategies for overhead utility lines and stormwater infrastructure were also presented.

The presentation included:

- Analysis of the **potential traffic impacts** of a 10 to 15year scenario of mixed-use development consistent with market opportunity and Master Plan recommendations. The analysis showed similar or lower traffic volumes than the volumes generated by a conventional approach emphasizing auto-oriented retail. Traffic volumes actually dropped somewhat on portions of Roswell Road and Hammond Drive in the study area. This resulted from dispersal of more traffic to other existing and new streets which offered more route options and reduced the need for private driveways along Roswell Road. The predominance of housing in the mix of new uses played a central role in spreading driving trips outside of rush hour periods. Emphasis on walkable retail environments, where people can park once to visit multiple shops and walk from home or work to shops, also decreased traffic generation when compared to conventional development. While traffic volumes on Hammond Drive and Mt. Vernon Highway east of City Center would approach available capacity, they would not exceed available capacity under the development scenario. Sandy Springs Circle south of Hilderbrand and north of Cliftwood would have excess capacity even with new development. This finding resulted in a recommendation for converting some travel lanes to on-street parking and/or broader sidewalk and landscape areas.
- Identification of current **street deficiencies,** with emphasis on intersections needing improvement to facilitate better traffic flow and on locations where new or improving existing sidewalks and crosswalks would enhance the walking network. The discussion identified projects planned or under way to address these deficiencies.
- Description of the **principles behind a recommended street network** with a smaller-scale grid of streets and blocks. Certain near term street connections were recommended as City led initiatives. Other longer term improvements would come mainly from the initiative of property owners in partnership with the City. A series of street sections and photographs of prototype streets were shown to demonstrate the suggested look and feel of different types of streets in City Center.
- Description of an **off-street multiuse path network** as a supplement to walkable streets, helping connect City Center green spaces and destinations.
- Description of **potential routing and appearance of a new transit circulator service** linking to MARTA rail stations, but branded separately from MARTA.
- Explanation of a strategy for providing **more public parking,** shared by a variety of uses. The strategy includes on-street spaces, parking structures (screened from public view by occupied buildings) and temporary use of parking lots for surge capacity.
- Discussion of the significant cost of **burying or relocating overhead utility wires.** Taller high-voltage transmission lines are significantly more costly to address than lower distribution lines, which also tend to be more prominent in a street-level view.
- Recommendations for creation of **stormwater facilities serving whole drainage districts** in City Center. This approach would ease stormwater requirements for individual property owners, improve stormwater quality, reduce stormwater discharge into natural streams and produce pond areas that can function as attractive park amenities.

Participants joined breakout group discussions focused on 1) traffic, 2) transit, walking and biking options and 3) relationships of streets to buildings and green spaces.

DRAFT MASTER PLAN PRESENTATION TO CITY COUNCIL

The planning team presented the draft Master Plan to the City Council at a workshop on November 6, 2012. The presentation included an overview of the outreach and technical research components of the City Center Master Plan process. These included initial project goals and their translation into a vision through public input, market analysis, transportation and urban design analysis. Special emphasis was placed on elements not addressed in previous meetings:

- **The Roswell Road corridor as a special gateway to the City Center.** The team identified near-term strategies to improve street infrastructure, enhance opportunity for business and property reinvestment, and publicize the corridor's range of retail choices and improved accessibility.
- **A green space network forming a distinctive theme and important community destination** throughout City Center. The team described a series of green space types desired by community members. These ranged from open lawns to playgrounds and from recreational paths to fountains. The descriptions included desired features, physical area and precedent examples. Priority green space types desirable in a central City Green, set within the larger mixed-use setting of a signature square, were identified. The team presented several precedents from other communities to provide a sense of character and scale options. They showed illustrative plan diagrams to demonstrate opportunity for a central City Green occupying approximately three acres, a central park precinct extending 14 to 15 acres and longer-term opportunities for 20 to 30 acres devoted to public use. The team presented complementary sidewalk and multi-use path networks, as well as adjacent edges activated by retail, dining and neighborhood housing, as important elements helping to activate and connect the green space network.
- Council members viewed a series of **updated before/after sketches** illustrating opportunities for positive change in locations around the City Center. They examined phasing diagrams showing scenarios for how initial city investments could encourage reinvestment by a variety of property owners and developers over time.
- The presentation concluded with a **review of plan implementation strategies and public/private partnership criteria** important to attaining high quality, cost effective results.

Basic Goals: Community-Focused, Walkable, and Mixed-use

The primary features that appear consistently in all the redevelopment scenarios in Exhibit 13 on page 26 include:

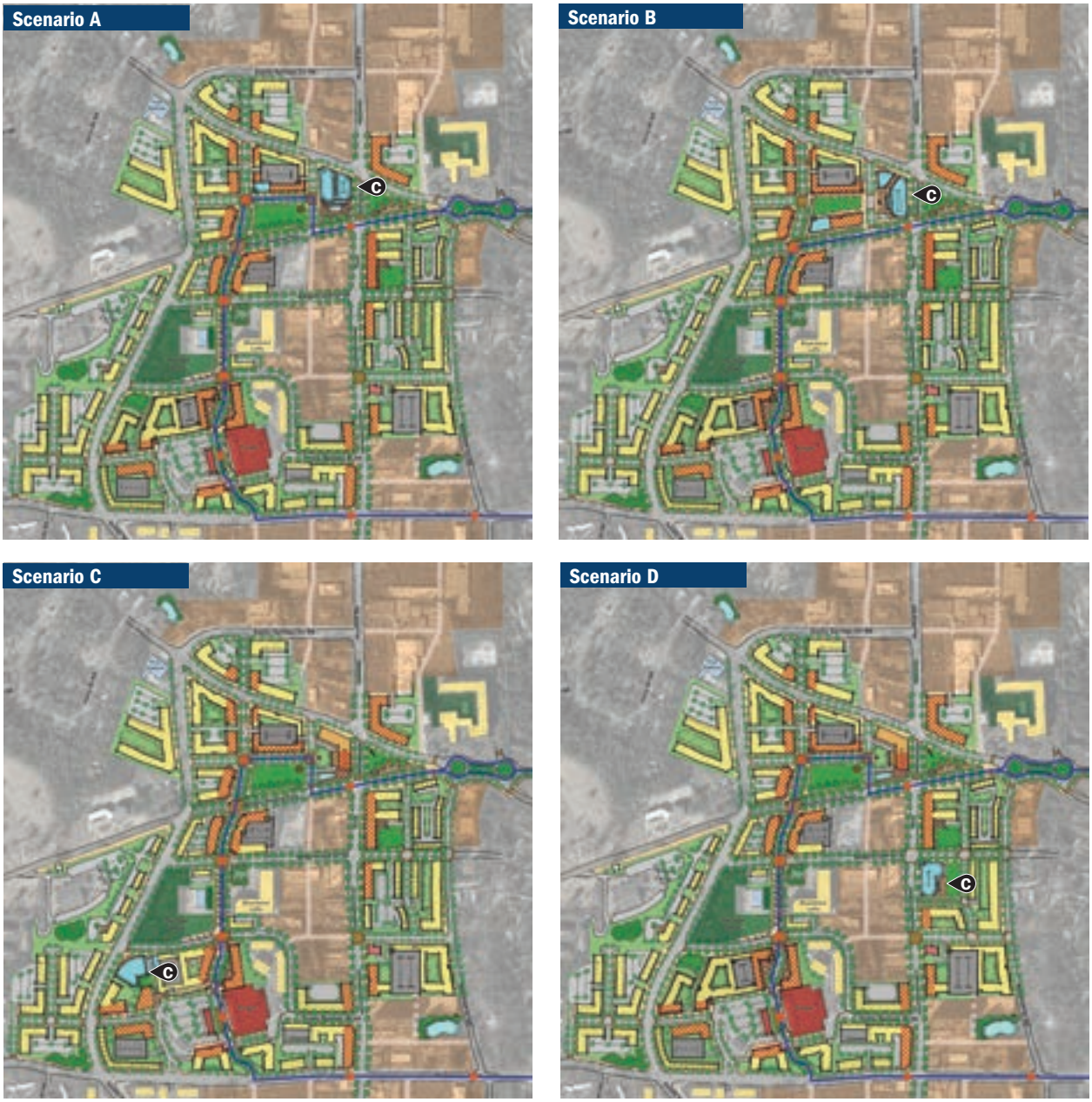
- **New shared community spaces: a multi-purpose Civic Facility and active City Green**
- **An extension of Bluestone Road as the primary pedestrian corridor, lined by street-level retail with residences above**
- **Infill development at City Walk to add residences and new retail near Heritage Green**
- **An attractive network of sidewalks, bike lanes, and multi-use paths to facilitate connections within City Center and to surrounding neighborhoods**
- **A Transit Center on Roswell Road near Mt. Vernon Hwy to facilitate connections to MARTA and to a shuttle route within City Center**
- **Public parking accommodated on-street and in strategically placed structures**

DRAFT MASTER PLAN OPEN HOUSE

On November 13, 2012 the public had the opportunity to view and comment on draft Master Plan material in more detail. Participants studied plan concepts on a series of poster boards, discussed concepts with City staff and provided written comments.

Each of these scenarios includes a Civic Facility building next to public green space (shown as C). Responding to community interest, the Civic Facility would serve foremost as a place for cultural and other community activities as well as house City office space. In concept, the Civic Facility would include a hall that could accommodate performances, lectures and City Council and other public meetings. The facility would also include spaces for smaller community meetings and events. Scenarios A, B and D site the Civic Facility to support community activities on adjacent green space; in Scenario C, the facility complements adjacent retail activity and Heritage Green.

Exhibit 13: Initial Development Scenarios



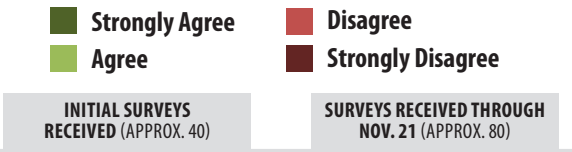
These scenarios illustrate alternative approaches to locating the Civic Facility and City Green based on input from the City and the public. They framed the development of the near-term plan in Exhibit 14 on page 27.

The near-term plan evolved from public reaction to the initial development scenarios (Exhibit 13 on page 26). It combines features from those scenarios into one vision showing near-term investments that would do the most to attract further reinvestment. Exhibit 25 (page 67) shows a long-term development scenario for the entire City Center, and Exhibit 26 (pages 68-69) shows how development might progress over time based on the initiative of individual property owners.

Exhibit 14: Near-Term Plan

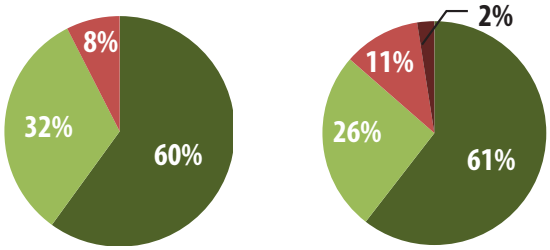
Exhibit 15: Public Surveys for the Preliminary Master Plan

Goody Clancy surveyed the community following the introduction of the draft Master Plan in Sept.2012 and in Nov. 2012. Community members filled out paper surveys at the Sept. 19 public meeting and had access to an electronic version of the same surveys posted on the City's website. These graphs show that the percentage of residents who strongly agreed with the ideas in the plan held steady or increased as the plan evolved.



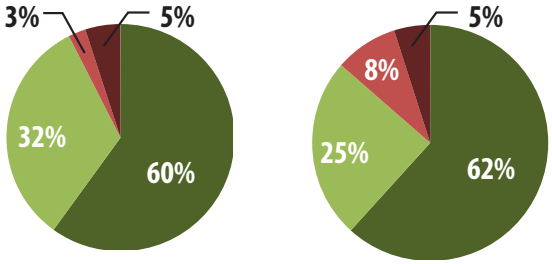
Community Vision

The five community vision principles accurately capture the main goals Sandy Springs community members have expressed for City Center.



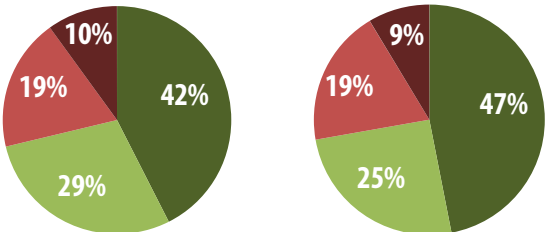
Walkable Development Focus Areas

Appropriate development in the focus areas identified will generally do more to catalyze further City Center reinvestment than will development in other areas.



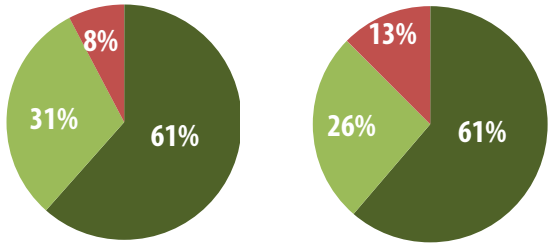
Vision Illustrations

The range of before/after illustrations show a series of City Center opportunities that are both inspiring and achievable. The types of activities and the scale of buildings, streets and parks look appropriate.



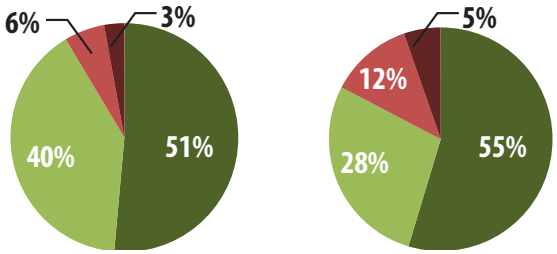
Development Incentives

Public investment supporting City Center development projects is justifiable if the investment results directly in compelling long-term public benefits—such as public park or parking infrastructure—as well as economic growth within a reasonable timeframe and per Master Plan criteria.



Action Strategy Balance

The draft action strategies effectively cover the range and depth of areas where plan implementation needs to focus.



Master Plan Vision

COMMUNITY VISION: A FOUNDATION IN COMMUNITY VALUES AND PROVEN INVESTMENT STRATEGIES

The City Center Master Plan concepts emerged from a combination of public input; research on and analysis of economic, transportation and urban design factors; and proven approaches to street and site design. The plan continues to build on the community vision identified during public meetings.

COMMUNITY VISION: PROMOTE COMMUNITY INTERACTION
Safe and welcoming to all residents

Plan response

- *A wide variety of activities: culture, recreation, shopping, dining, working and living which draw the entire Sandy Springs community together.*
- *Consistent presence of windows and doors facing streets keep them visible and safe.*
- *Walkable streets and convenient parking that are safe and inviting knit the City Center together and tie it to surrounding Sandy Springs neighborhoods.*

COMMUNITY VISION: EXPAND GREEN SPACES
Destination parks, neighborhood links, a network serving the City

Plan response

- *A signature City Green accommodates diverse activities from farmers markets to concerts to Frisbee games. Active restaurants, shops and cultural destinations line the Green.*
- *A series of smaller green spaces provides an amenity and identity for subneighborhoods within City Center.*
- *A network of safe, welcoming sidewalks, bike lanes and multiuse recreational paths connect City Center with surrounding neighborhoods.*

COMMUNITY VISION: INVITE SPONTANEOUS FUN
Arts, Culture, Activity

Plan response

- *A destination cultural venue with programming welcomes all Sandy Springs residents and visitors.*
- *A concentration of residents, workers and visitors keeps City Center active weekdays, weeknights and weekends.*
- *Public streets, parks and plazas invite walking, outdoor dining, recreation and other visible activity.*

COMMUNITY VISION: NURTURE LOCAL IDENTITY
Civic, Business, Community

Plan response

- *A unique sense of place formed through a walkable setting, varied topography, and thoughtful grouping of activities provides City Center a distinct, high-value market profile relative to other development in the region.*
- *Zoning and design guidelines encourage buildings to frame distinctive, attractive streets.*
- *Civic identity grows from the shared experiences Sandy Springs residents can enjoy in City Center.*

COMMUNITY VISION: MAKE IT WALKABLE
Inviting, Connected, Healthy

Plan response

- *Buildings create walkable streets with active retail and other uses at ground level, human-scaled design and numerous occupants.*
- *A mix of activities and destinations line walkable streets, making walking convenient and fun.*
- *On street parking shields pedestrians from traffic and provides convenient access to retail. Occupied buildings screen off street parking from principal walking streets.*
- *City Center offers easy access to transit services that conveniently and economically connect the district with the metro Atlanta region.*

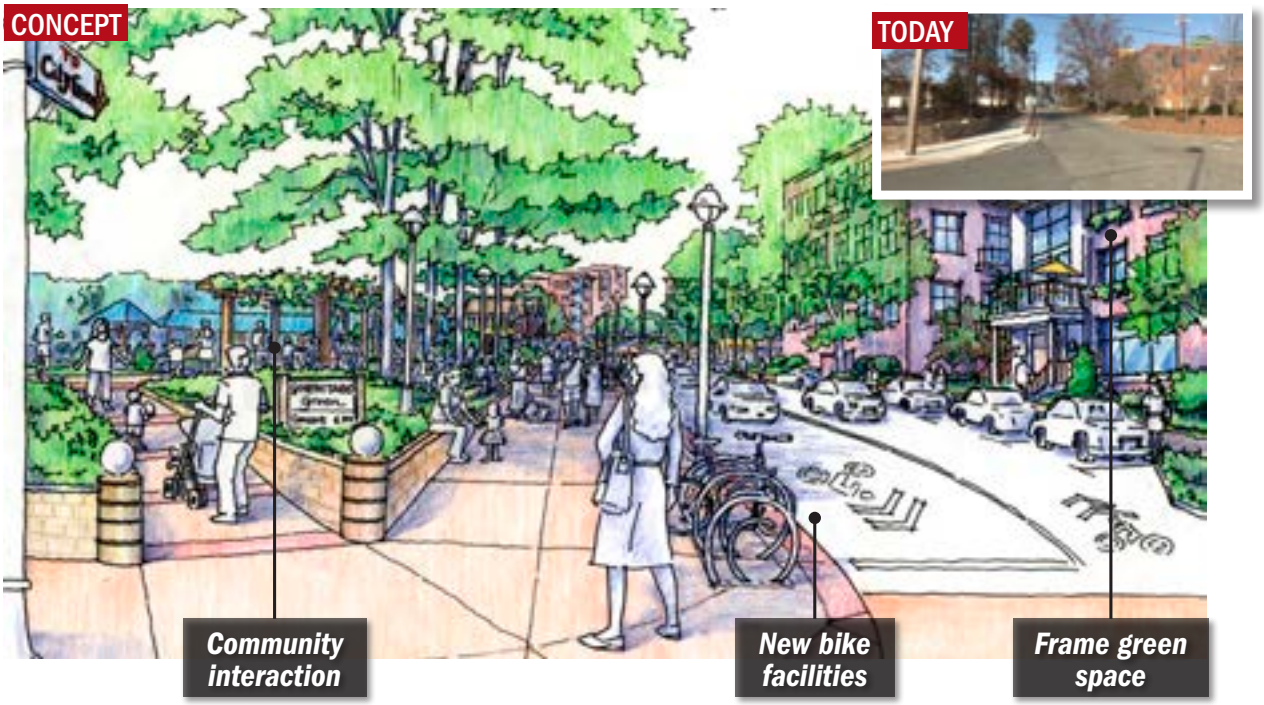
Vision concepts: Walkable streets

These illustrations suggest how existing City Center locations could change to support the community vision with a more walkable setting. Important characteristics and qualities for walkable streets include:

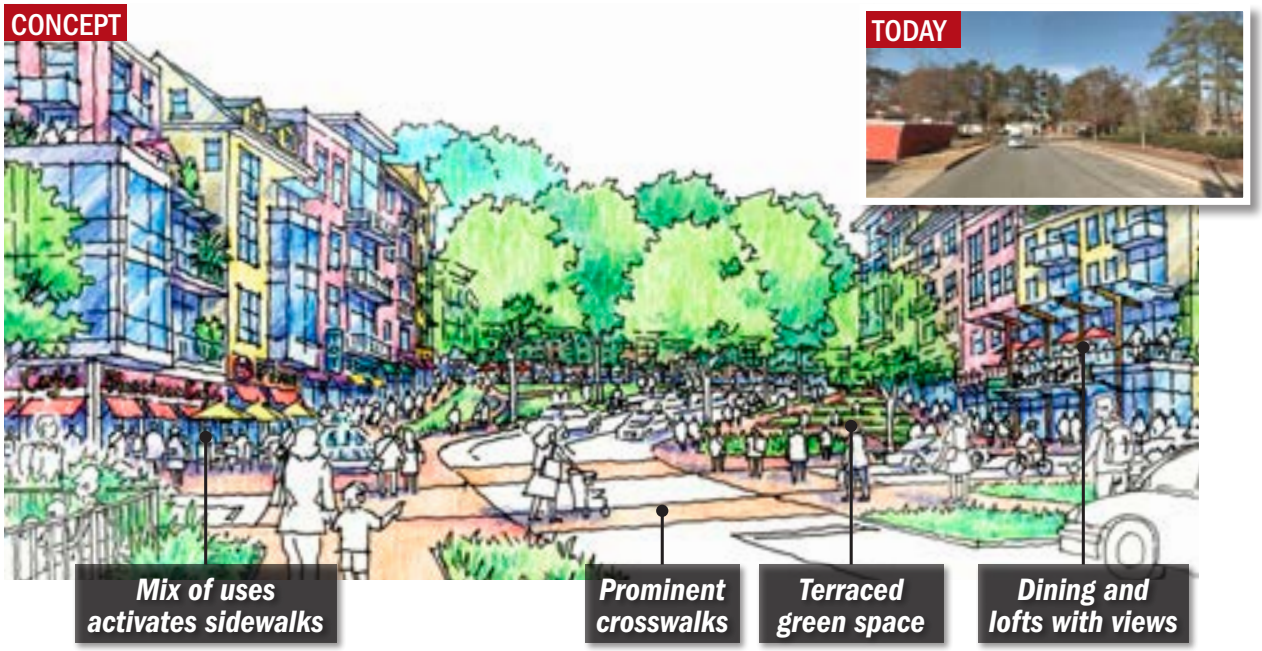
- Safe for pedestrians, bicyclists and seniors
- Attractive street environment
- Slower traffic that encourages walking
- On-street parking for easy access to parks and businesses

Long-term Illustrative Development Scenario

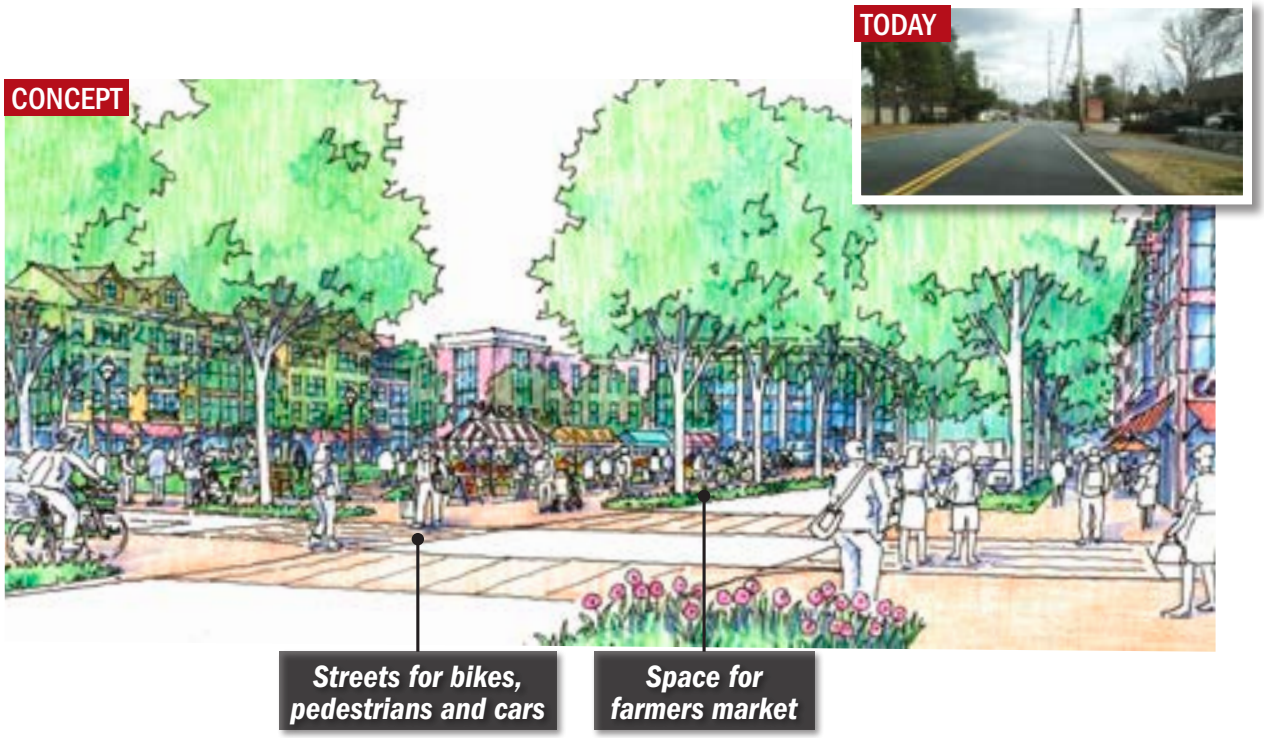
A | Bluestone Road: Promenade connecting centers of activity



B | Bluestone Road: New connection to City Green



C | Mt. Vernon: Walkable, bikeable connection the City Green



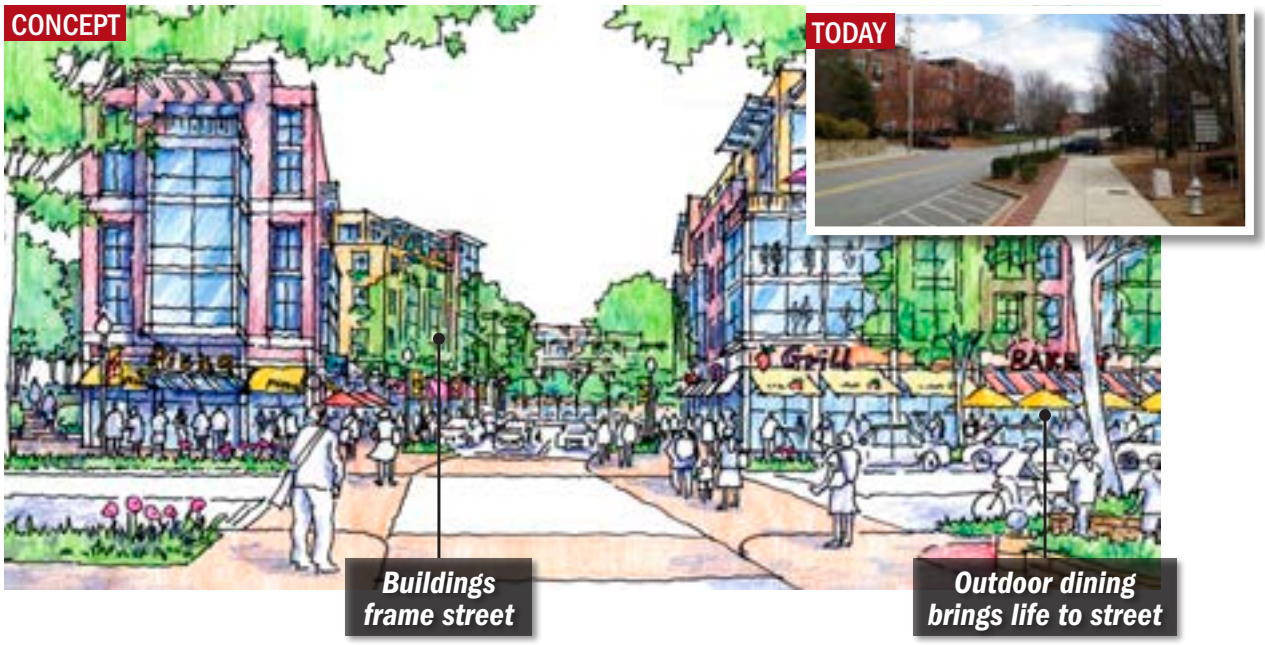
Vision concepts: Mixed uses

These illustrations suggest how existing City Center locations could change to support the community vision with a broader and better integrated mix of uses. Important characteristics and qualities for mixed-use development include:

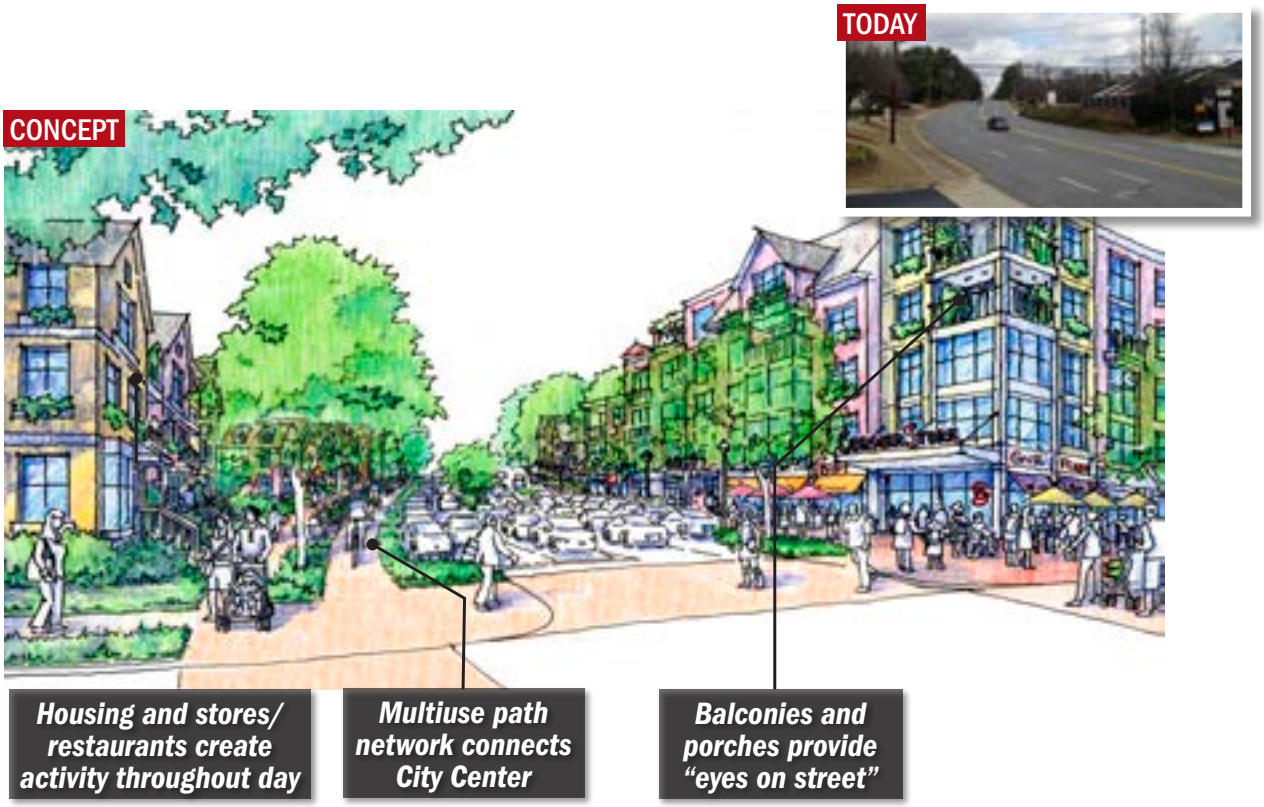
- Convenience
- Distinctive visual appeal
- Desirable residential and business location

Long-term Illustrative Development Scenario

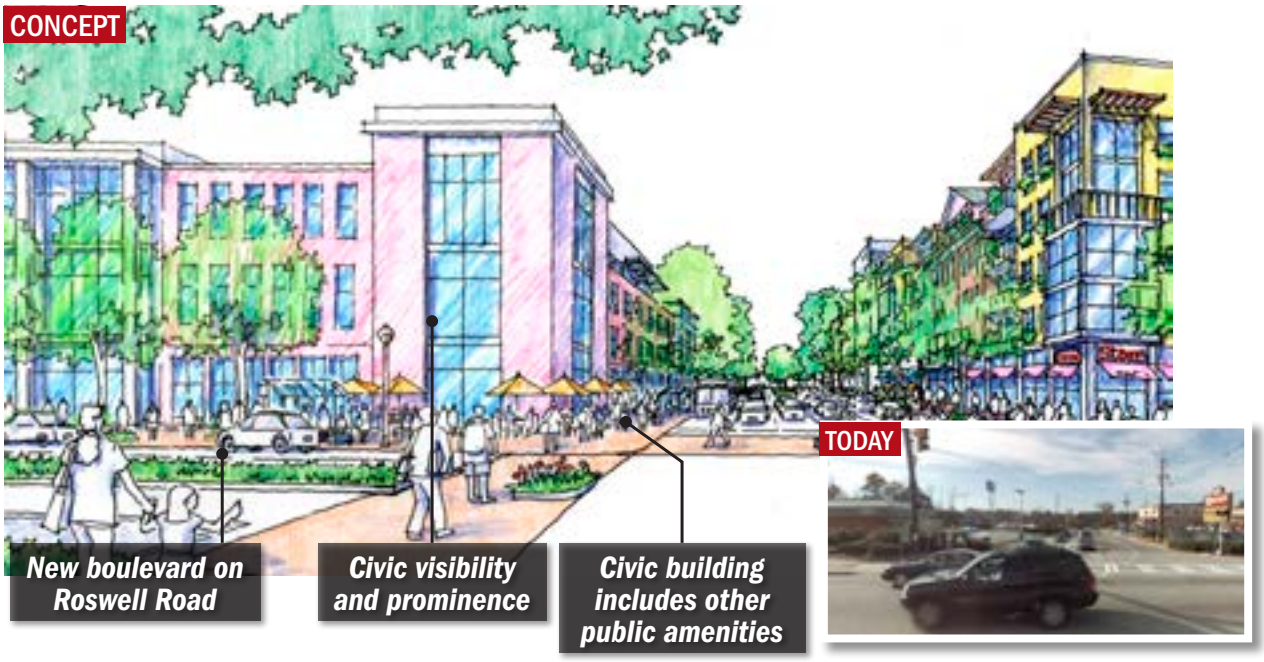
A | Bluestone Road at City Walk: A new Main Street



B | Sandy Springs Circle: Transformed into a neighborhood street



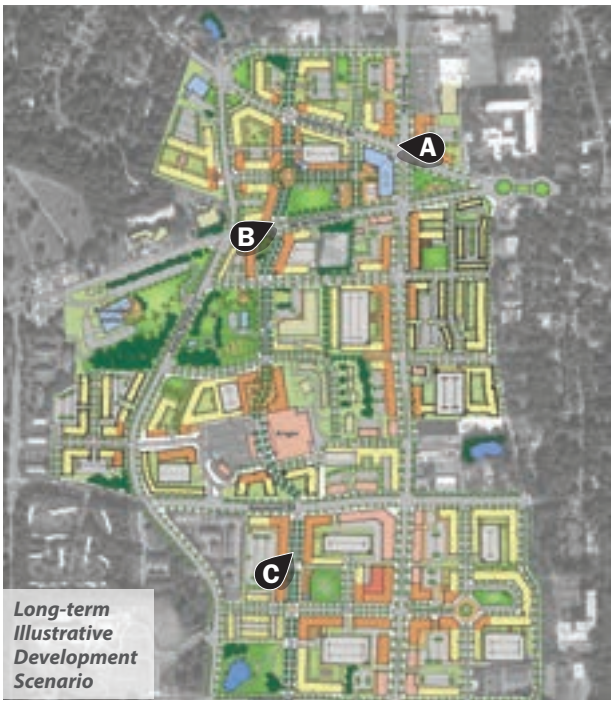
C | Johnson Ferry Road and Roswell Road: Walkable center for civic, hotel, business and retail activity



Vision concepts: Public squares

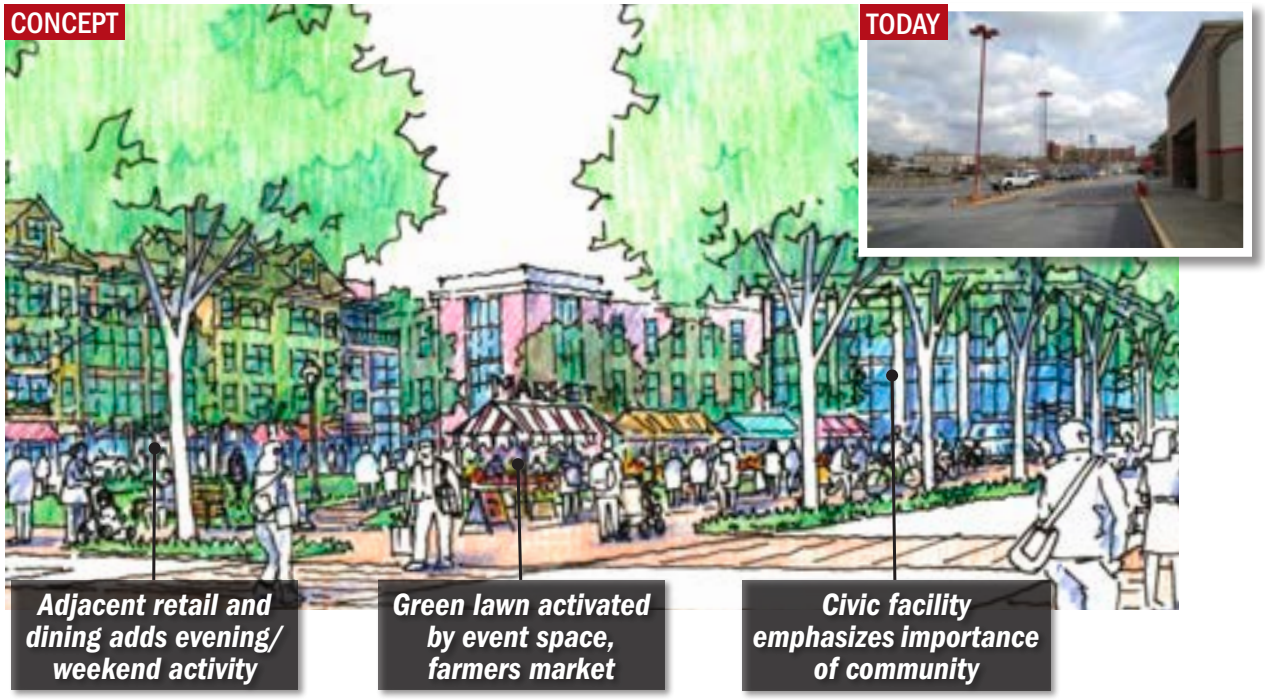
These illustrations suggest how existing City Center locations could change to support the community vision with active public parks and squares. Important characteristics and qualities for public places in City Center include:

- Safe for pedestrians, bicyclists and seniors
- Attractive street environment
- Slowed traffic that encourages walking
- On-street parking for easy access to parks and businesses

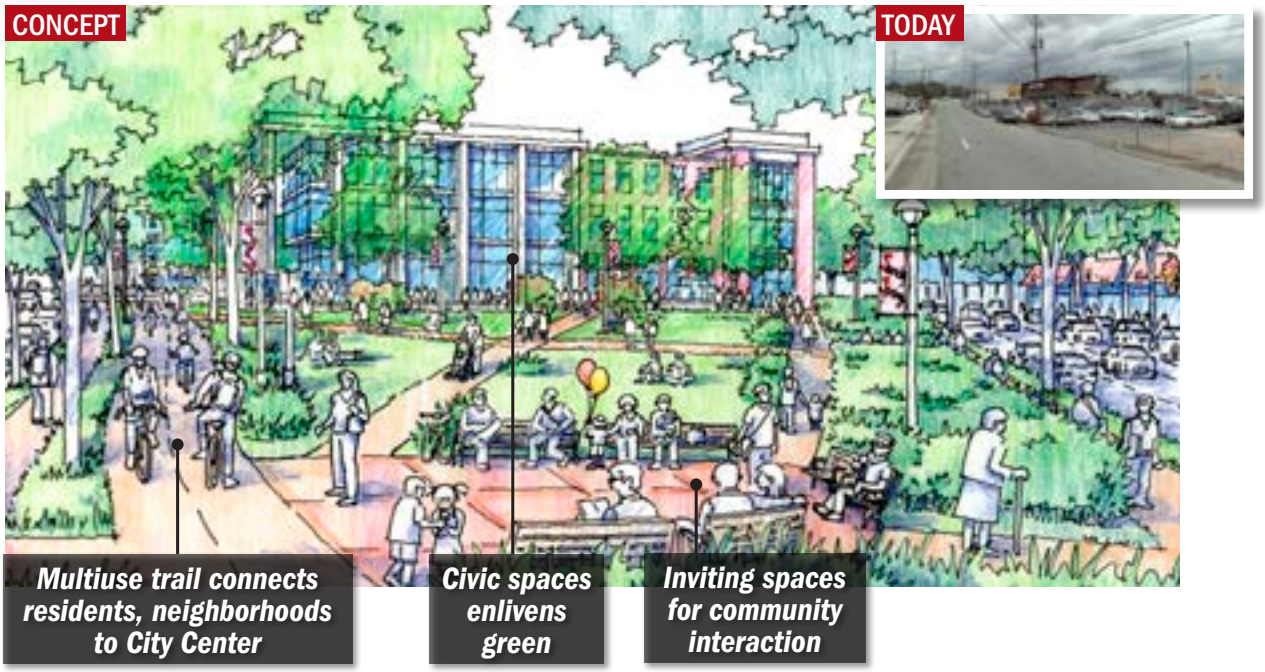


Long-term Illustrative Development Scenario

A | City Green: Activated by retail, dining, cultural and civic events, and residents



B | Triangle Green: Center of community identity at the historic crossing of Roswell Road, Johnson Ferry Road and Mt. Vernon Highway



C | Smaller greens and squares add amenity and sense of place throughout the City Center

Strategies

This chapter outlines the actions that will do the most to realize the community vision for City Center. The actions are organized as a series of eight strategies that fall into three major themes. A summary of the actions and themes appears below. The strategies reinforce one another, so they should be pursued in parallel. They will provide clear guidance for City actions while giving the City enough flexibility to accommodate unforeseen opportunities and challenges.

STRATEGY SUMMARY

THEME: CREATED MIXED-USE NEIGHBORHOODS DESIGNED FOR PEOPLE

Strategy 1: Define neighborhoods within City Center.
Strategy 2: Bring a mix of activities together.
Strategy 3: Support mixed-use neighborhoods with a network of "walkable streets."
Strategy 4: Take a cost-effective approach to utility infrastructure.

THEME: CREATE PLACES OF COMMUNITY SERVING ALL OF SANDY SPRINGS

Strategy 5: Expand Sandy Springs' network of parks and greenways.
Strategy 6: Attract more arts, cultural and civic events to City Center.

THEME: ENCOURAGE INVESTMENT

Strategy 7: Establish a clear, predictable process for development in City Center.
Strategy 8: Continue to focus on key Roswell Road improvements.

THEME: CREATE MIXED-USE NEIGHBORHOODS DESIGNED FOR PEOPLE

Strategy 1: Define neighborhoods within City Center. Creating distinctive places amid the relatively anonymous character of much of the study area's commercial landscape will attract market interest for higher value development and provide the clearer sense of identity that Sandy Springs residents seek. This approach will also enhance quality of life and value in established residential neighborhoods in several ways:

- Focusing compact, high value development in existing commercial areas will minimize development pressures on traditional neighborhoods.
- A compact, mixed-use development approach in commercial corridors will minimize traffic impacts throughout Sandy Springs and expand ways to travel to adjacent neighborhoods, including walking, using transit and biking.
- A critical mass of mixed-use development will create a vibrant downtown environment that Sandy Springs residents can enjoy during the day, in the evenings and on weekends.
- Adjacent neighborhoods will enjoy easy access to new retail, park and cultural amenities thanks to better connections that discourage cut-through traffic. These connections will include walking and biking routes as well as new public parking that lets residents park in one place to reach multiple destinations. This improved access to amenities will increase property values in Sandy Springs, especially in places within walking distance of City Center.
- New housing attracting younger singles and couples will, over time, expand the market of people interested in purchasing traditional single-family homes in established Sandy Springs neighborhoods.
- Expanding the range of housing options will give current households opportunities to shift to a different type of housing that responds to changing life-cycle needs without having to leave the community.

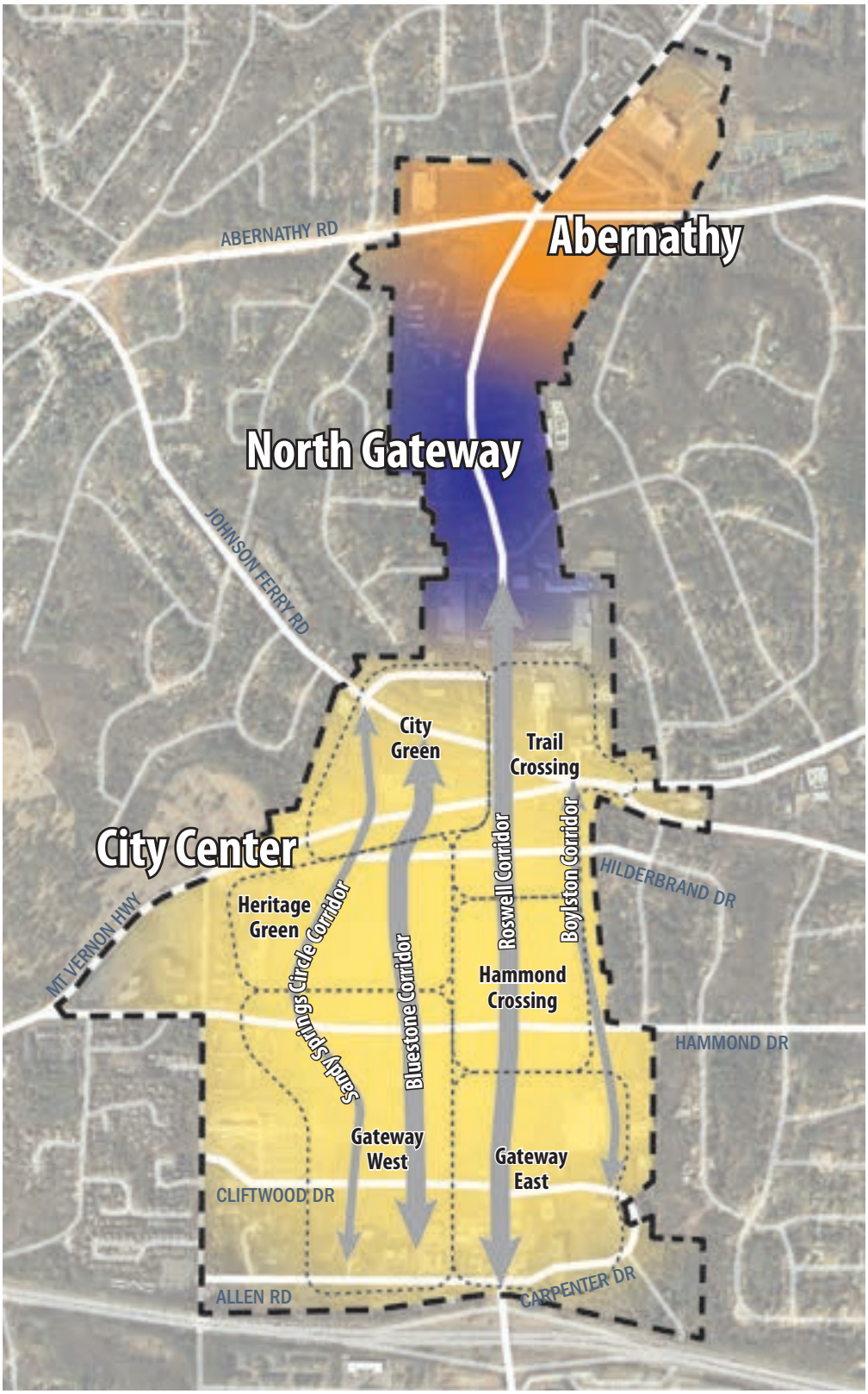
- Mixed income housing choices provide opportunities for a broader array of residents and families to join the diverse downtown community.

ACTION STEPS ▶

Define unique neighborhoods within City Center and the LCI study area according to their activities and appearance (see Exhibit 16, page 40, and Strategy 2, page 41).

- **City Center,** with six component neighborhoods along two pairs of street corridors including:
  - > **CITY GREEN** (Sandy Springs Circle/Bluestone Road corridor). A multipurpose City Green accommodating the farmers market, festivals, and other community events (and enlivened daily by adjacent dining, housing and a cultural center), will anchor this neighborhood at City Center's highest point. Street connections linking the neighborhood to all corners of Sandy Springs make this an especially important focus of civic activity and identity.
  - > **HERITAGE GREEN** (Sandy Springs Circle/Bluestone Road corridor). An active area combining the events and tranquility of Heritage Green with an intense retail "main street" reviving the City Walk development. Significant new housing at City Walk, an extension of Bluestone Road north of Hilderbrand Drive to connect with the City Green, and development on other sites will bring activity to the neighborhood and tie it securely into nearby housing, existing and new.
  - > **GATEWAY WEST** (Sandy Springs Circle/Bluestone Road corridor). A redeveloped north edge of Hammond Drive will join existing housing and staged redevelopment of large sites to the south to create a distinct and highly accessible neighborhood. New cross streets and improved sidewalks and crosswalks can transform this auto-dominated corridor into a place for people.
  - > **TRAIL CROSSING** (Roswell Road/Boylston Drive corridor). Welcoming new sidewalks, bike facilities and pedestrian-oriented buildings along Mt. Vernon Highway and Johnson Ferry Road link this neighborhood to the Sandy Springs Circle/Bluestone Road Corridor and the larger city. Intersection investments and green space on the "triangle" set the stage for high value development on sites to the north and south, transforming Roswell Road into a fitting gateway for a walkable City Center. The smaller scale and light traffic along Hilderbrand Drive create good opportunities for property and business reinvestment that support walkability, whether at modest scale in existing buildings or at larger scale with more significant redevelopment.
  - > **HAMMOND CROSSING** (Roswell Road/Boylston Drive corridor). Improved pedestrian facilities along and across Roswell Road, and new housing east of the road, establish a mixed-use neighborhood that will grow along Roswell Road, Boylston Drive, and new east-west connections. Highly visible and accessible sites with exceptional views offer some of the most valuable development opportunities in City Center.
  - > **GATEWAY EAST** (Roswell Road Corridor). Walkable north-south connections along Roswell Road and Boylston Drive will introduce a richer mix of uses to this important gateway close to I-285 and create a comfortable transition from highway scale to pedestrian scale. High value commercial development could occur in a format that takes advantage of the combination of convenient I-285 access and a walkable, amenity-rich setting.
- **The corridors.** Both the Sandy Springs Circle/Bluestone Road corridor and the Roswell Road/Boylston Drive corridor provide a helpful combination of parallel streets offering opportunities for both walkability and convenient auto access. Of these, Bluestone Road offers the best opportunity to create a strong, positive near-term impact by pairing new mixed-use development with park space on opposite sides of the street. The other three corridors all offer good opportunities for incremental introduction of mixed-use development and more walkable conditions. The pairs of corridors will depend on walkable east-west connections among them, starting with Johnson Ferry Road, Mt. Vernon Highway, Hilderbrand Drive and Sandy Springs Place, and expanding to other streets.

Exhibit 16: Character Areas



Unique Character Areas help define distinct places within the LCI study area.

- **North Gateway.** The northern portion of the Roswell Road corridor offers opportunities for small business close to City Center's amenities and workforce, and opportunities to re-accommodate valued auto-oriented uses that are less desirable in the heart of City Center. Building reinvestment and redevelopment along Roswell Road should emphasize features that enhance the safety and appeal of walking. New walking connections could link neighborhoods across Roswell Road to each other and to amenities.
- **Abernathy.** The east-west parkway adds additional destination park amenities, biking and walking connections to a variety of neighborhoods and an important opportunity to route through traffic around City Center. Encouraging mixed-use redevelopment around the crossroads of Abernathy and Roswell Roads would enhance its identity and value with an expanded range of housing choices, higher education and continued retail presence.

Strategy 2: Bring a mix of activities together. Mixed-use development offers a number of advantages that support the Master Plan vision principles:

- Places stay active weekdays, evenings and weekends alike. This will keep City Center welcoming and safe while supporting retail businesses with a more diverse customer base.
- Investors can tap into a variety of markets, depending on where the strongest opportunities exist. This will help maintain ongoing investment in the study area during inevitable market cycles.
- Mixed uses can efficiently share infrastructure. For instance, stores, offices and housing have different peak times of occupancy through the day and week, meaning they can share parking spaces and spread out their traffic demands out over time. As a result, less road and parking infrastructure is necessary than for single-use development. This saves land and money while promoting economic development.
- People can conveniently walk among many different activities. It is possible to walk from home to a restaurant, or among multiple shops, reducing the number of car trips, increasing the appeal of walking, and further reducing need for road and parking capacity.

On some sites, particularly along Roswell Road, single-use commercial development and/or reinvestment in existing commercial properties will likely prove more feasible than mixed-use development in the near term. Relatively higher commercial property values make it harder for mixed-use development to generate sufficient economic returns, and creating the larger parcels mixed-use buildings typically require presents a challenge, given the small parcel sizes in some areas. As a result, Sandy Springs should encourage mixed-use redevelopment along Roswell Road, but it should also welcome single-use development or property renovation that enhances walkability and strengthens character along the corridor.

ACTION STEPS ▶

- Revise development regulations for the City Center area to encourage high value property and business reinvestment and redevelopment, emphasizing walkable street qualities and mixed-use development models. Employ form-based code to clearly define development standards tailored to the characteristics of neighborhoods and corridors within City Center. Standards should encourage preservation of existing mature trees where possible. Development standards should align with the street types defined under Strategy 3 on page 42 and should address:
  > Building height and massing
  > Design of ground floor façades and their relationship to sidewalks and other aspects of the street edge, including setbacks and landscaping
  > Overall architectural variety of façades
  > Roof forms
  > Allowed land uses
  > Parking and driveways

  During the Image Preference Survey conducted in October 2012, residents weighed in on three types of City Center places and the kinds of qualities they wanted to see in them:

  PEDESTRIAN SHOPPING CORRIDOR

  > Continuous **building edge** along sidewalk with variation in façade positions to create a variety of active wide sidewalk and plaza spaces, including outdoor dining, benches, street trees and other plantings.

> **Variation in long façades** created by the use of diverse materials, window or bay sizes, and/or changes in façade position.
> Significant presence of **windows** with relatively little opaque façade area.
> **Building height** ranges from three to eight stories, with a step back above the fourth story.
> **Roof forms** with prominent horizontal parapets, cornices, dormers and other details; gabled forms generally discouraged.
> **Parking** accommodated on street (parallel and/or angled) and behind buildings, with walking access to/from the street on pedestrian walkways.
> **Variety of uses,** including ground-floor retail with a mix of housing and offices above. No drive-throughs or other auto-oriented uses.

ROSWELL CORRIDOR (focused between Sandy Springs Circle and Hammond Drive)

> A **building edge** running as continuously as possible along the sidewalk, with variation in façade positions to create a variety of active wide sidewalk and plaza spaces, including outdoor dining, benches, street trees and other plantings. Outdoor dining will need to be buffered from traffic/noise.
> **Building height** ranges from one to eight stories, with a step back above the fourth story.
> **Parking** located to the side of buildings, at least for an interim period, if visibility from Roswell Road is necessary for development feasibility. Parking access from side or rear streets where at all possible instead of from Roswell Road, and designated pedestrian walkways linking larger parking lots to the sidewalk.
> **Building front doors** located at the corner of side parking areas and the sidewalk, unless they can be located along the sidewalk and connected to rear parking with pedestrian walkways.

ADJACENT RESIDENTIAL AREAS

> **Variation in long façades** created by the use of diverse window or bay sizes, and/or changes in façade position (changes in material are not as important).
> **Roof forms** with an emphasis on gabled/pitched roof profiles.
> **Building height** ranges from two to four stories.
> **Setbacks and landscaping** that can be more urban in feel, except where new development sits adjacent to existing housing. In those locations, larger setbacks with more plantings should be provided. Include courtyards and landscaped edges shaped by the buildings.

- Develop a zoning code that defines coordinated land use and design standards for sites, buildings and streetscapes. As-of-right zoning approval can expedite investment in City Center by establishing more specific development standards requiring little or no design review and a clear process for development approval. Development prototypes should address both land use and design approaches for sites and buildings. Definitions of all the prototypes should address:
  > Use options and mix
  > Emphasis on pedestrian access and scale
  > Strong relationship between buildings and streets, according to street type (see Strategy 3, below)
- Development prototypes should include:
  > Mixed housing, hotel or small office over retail
  > Multifamily housing (garden apartments)
  > Townhouses
  > Pedestrian-oriented retail
  > Pedestrian-oriented office
  > Pedestrian-oriented hotel
  > Civic, cultural and institutional uses
  > Off-street parking

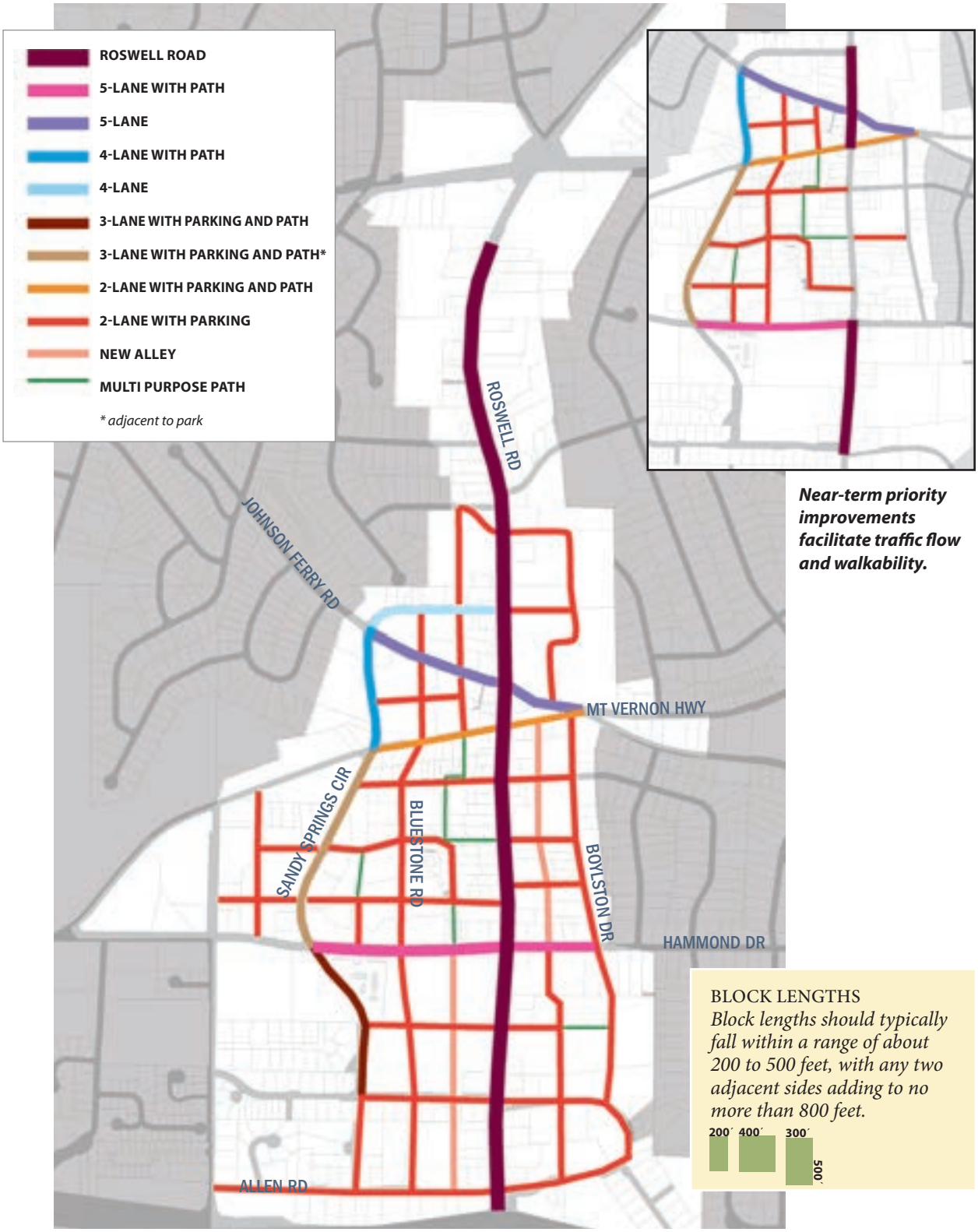
Strategy 3: Support mixed-use neighborhoods with a network of walkable streets. Walkable streets expand the range of convenient, safe transportation options beyond driving. While City Center will continue to rely on driving as an important means of access, its success will also depend upon the provision of viable alternatives to driving such as walking, riding transit and biking. Reduced dependence on driving will lower traffic volumes and the volume of road and parking facilities needed, making the City Center a more welcoming environment for people, minimizing impacts on area neighborhoods, and reducing costs to both the City and developers. Walkable streets offer the most desirable locations for high value, mixed-use, pedestrian-oriented develop-

ment, and they reserve more land on which that development can occur. Walkable streets are also healthy streets, as they enable people to regularly complete the modest level of daily walking that research has shown can significantly improve individual health.

ACTION STEPS ▶

- Define a range of street types according to their function (see Exhibits 17 and 18 on pages 44-45). Use the street type definitions to spell out appropriate land uses and building/site design approaches along them (see Strategy 2 on page 41). Similarly, use street type definitions to guide street improvements. Street types should include:
  - > **PRIORITY WALKING STREET** (including portions of Sandy Spring Circle, Johnson Ferry Road, Mt. Vernon Highway, Hilderbrand Drive, Sandy Springs Place, Bluestone Road, and Boylston Drive)
  - > **PRIORITY WALKING STREET AND ACTIVE EDGE** (applied to edges of priority walking streets at selected locations where retail or other active ground-floor uses are especially important)
  - > **WALKABLE ARTERIAL (OR BOULEVARD) IN CITY CENTER** (Roswell Road)
  - > **WALKABLE ROAD** (portions of Hammond Drive, Johnson Ferry Road, and Mt. Vernon Highway extending out of study area)
  - > **ALLEY** (minor service street to provide rear access to properties)
- For each street type, incorporate these characteristics of walkable streets as appropriate:
  - > Blocks should preferably measure about 300 to 400 feet per side and avoid stretching beyond 500 feet per side (see Exhibit 19 on page 46)
  - > Separate pedestrians and traffic (see street sections in Appendix B, beginning on page 70)
  - > Include street trees and other plantings
  - > Provide safe, convenient crosswalks
  - > Assure universal accessibility
  - > Provide complementary bike and transit facilities
- Refine the existing road layout into a network of walkable streets. Invest in new streets and street improvements in conjunction with private investment on adjacent parcels.
  - > Timing:
    - Acquisition/construction of a relatively small amount of new street length (Bluestone Road between Mt. Vernon Highway and Hilderbrand Drive) takes priority for near-term actions.
    - Create the grid over time as redevelopment proceeds. Take care to coordinate parcel-to-parcel alignment of streets and blocks to ensure that the entire network works well for all property owners.
  - > Securing the street right of way:
    - The primary means of securing street right of way should occur through public-private partnership as major parcels are redeveloped. In some instances, property owners and developers may agree to provide right of way to the City, which will pay for construction of a street and undertake its ongoing maintenance. As an alternative, the developer may retain ownership but grant a permanent easement for public passage. In either case, an agreement must ensure that street design meets the City's standards.
    - Sandy Springs may need to acquire street right of way. Conditions warranting this approach include:
      - – Acquisition of the right of way in a timely manner significantly enhances the value or benefit of adjacent redevelopment, but current owners are not motivated to redevelop on their own.
      - – The right of way crosses two or more properties and at least one property owner is not prepared to offer land for additional right of way through redevelopment efforts.
      - – Acquisition of the right of way would not displace significant economically viable uses.
- Improve existing streets in ways that simultaneously enhance mobility for vehicles and pedestrians. As a general rule, crosswalks should not extend across more than five lanes of traffic. When longer crosswalks are necessary, an intermediate pedestrian

Exhibit 17: Proposed Street Section Key Diagram



Near-term priority improvements facilitate traffic flow and walkability.

Street sections address both transportation functions and the relationship of adjacent buildings and sites to the street.

Exhibit 18: Street Section Comparison

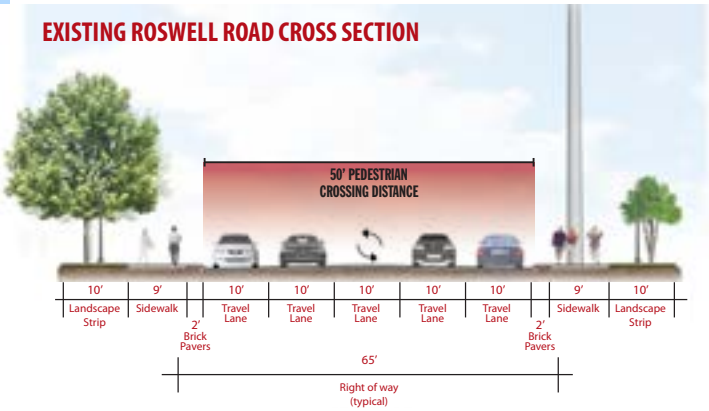
STREET SECTION	ROW WIDTH	TRAVEL LANES	MEDIAN?	BIKE?	MIN PED CROSSING DISTANCE	MAX PED CROSSING DISTANCE	EXAMPLE STREET APPLICATION	SIDE-WALK WIDTH
Roswell Road	65′	4	Yes	No	20′	50′	Roswell Road	9′
5-lane with path	110′	4	No	Off-street path	60′	60′	Sandy Springs Cir., Hammond Dr.	10′
5-lane	91′	4	No	No	55′	55′	Johnson Ferry Road	10′
4-lane with path	94′	4	No	Off-street path	48	48′	Sandy Springs Circle	10′
4-lane with path—alternate	76′	4	No	Off-street path	48	48′	Sandy Springs Circle	6′
4-lane	84′	4	No	No	48′	48′	Sandy Springs Circle	10′
3-lane with parking and path*	86′	2	Yes	Off-street path	11′	48′	Sandy Springs Circle	8′
3-lane with parking and path	92′	2	Yes	Off-street path	11′	48′	Sandy Springs Circle	10′
2-lane with parking and path	84′	2	No	Off-street path	20′	36′	Mt. Vernon Highway	10′
2-lane with parking	74′	2	No	Sharrow	22′	38′	Hildebrand Drive	10′
new alley	36′	2	No	No	24′	24′	Where shown on diagram	6′
multipurpose path	20′	N/A	No	Yes	12′	12′	Where shown on diagram	12′

** adjacent to park or green space*

Where possible, City Center will have "Complete Streets," an emerging national best practice that maximizes travel options by accommodating pedestrians, bicycles, cars, and bus transit (in appropriate locations).

NOTE
Appendix B contains a diagram for each street section type at full size. Street sections show the typical conditions recommended along selected streets. Their application may require minor variations in elements and dimensions to accommodate right of way limitations in some locations, special needs at intersections, or other specific conditions. Transitions between section types along a street or at intersecting streets should maintain the continuity of travel lanes, sidewalks, crosswalks and off-street paths.

EXISTING ROSWELL ROAD CROSS SECTION



PROPOSED ROSWELL ROAD CROSS SECTION

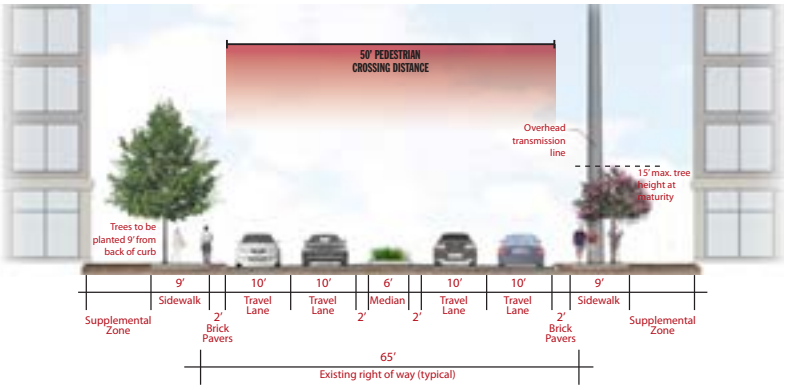
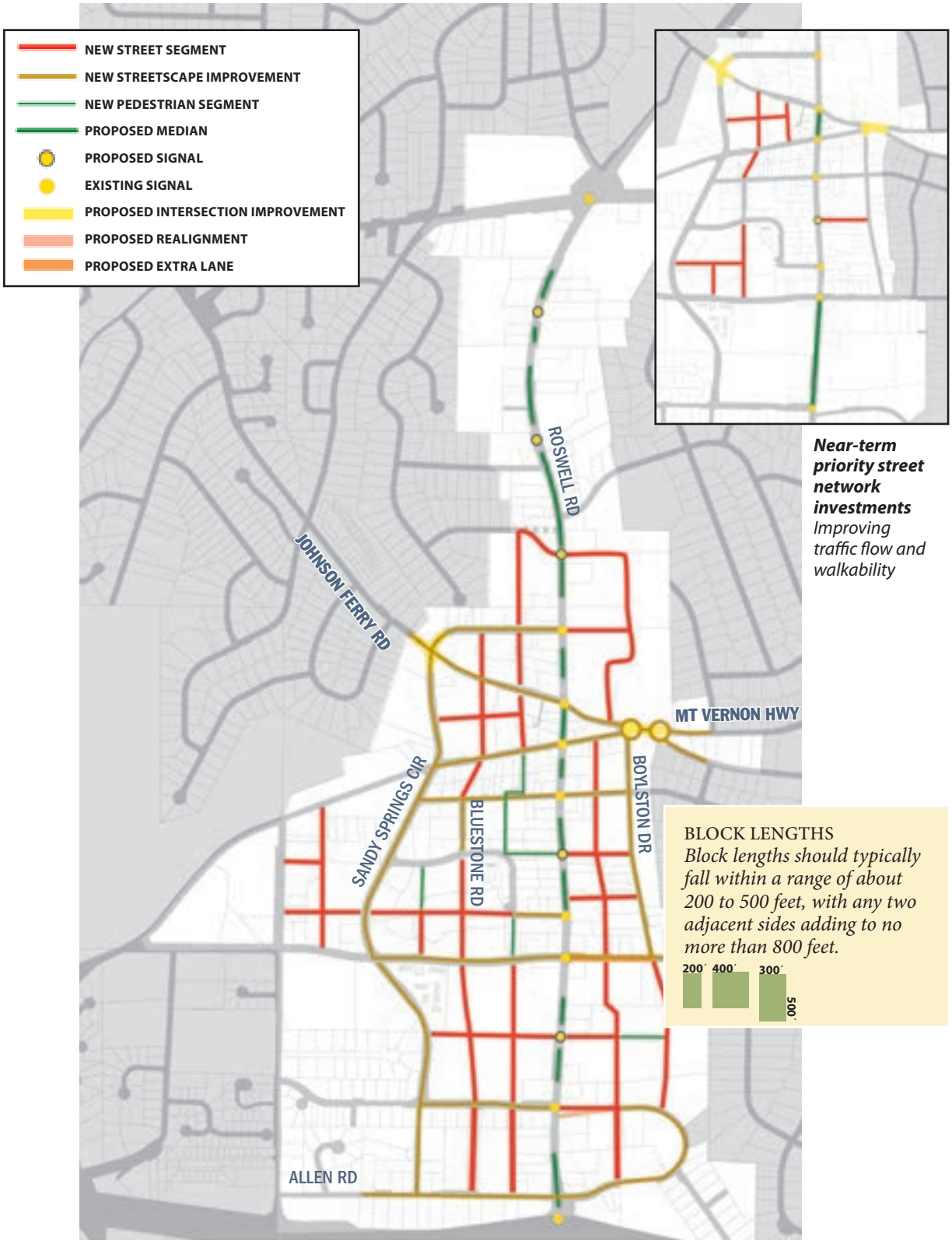


Exhibit 19: Proposed Walkable Blocks



Near-term priority street network investments *Improving traffic flow and walkability*

The grid network expands as opportunity allows. In most cases mixed-use redevelopment on large sites would create new street corridors through partnership between the parcel owner and the City. Lines indicate approximate preferred alignments for street corridors. *(Note: Medians, signals and lane additions or realignments will require technical evaluations prior to implementation.)*

refuge in the median, at least six feet wide, should break the crossing into shorter segments. Priority street improvements include:

> Move forward with the planned double roundabout at the intersection of Mt. Vernon Highway, Johnson Ferry Road and Boylston Drive. Ensure safe, convenient pedestrian and multiuse path accommodations along the edges of the intersection, linking Roswell Road to the Sandy Springs Library and neighborhoods to the east. Related improvements at the intersections of Johnson Ferry Road and Mt. Vernon Highway with Roswell Road should minimize pedestrian crossing distance, incorporating pedestrian refuges in the median where necessary.

> Move forward with the planned intersection improvements at Johnson Ferry Road and Sandy Springs Circle.

> Consider operational improvements along Hammond Drive at Roswell Road and Boylston Drive. These may include additional left or right turn lanes from Hammond Drive onto Roswell Road and Boylston Drive.

> Along parts of Sandy Springs Circle, with more lanes than needed for anticipated traffic volumes (principally south of Hilderbrand Drive), convert one or more traffic lanes to improved sidewalks, landscaping, multiuse paths or other amenity according to the street sections.

> Move forward with planned Roswell Road streetscape improvements between Hammond Drive and Cliftwood Drive.

- Introduce an access management strategy along Roswell Road to improve traffic flow, pedestrian safety and corridor appearance (also see Strategy 8, page 55). Over time, provide incentives to encourage removal of Roswell Road curb cuts through the relocation of driveways to side or rear streets, and/or driveway consolidation into new streets. As parcels on the road gain access points that do not require left turns across the thoroughfare, install a central landscaped median in Roswell Road.
- Enhance bicycle convenience and safety by implementing a multiuse path and sharrows linking to designated bike routes. (see exhibit 21 on page 50)

> In the core of City Center, create a multiuse path to accommodate cyclists, walkers and joggers. Connect the path to as many park spaces and community destinations (including the library, Lake Forest Elementary School and Hitson Center) as possible.

> Mark two-lane streets with lower traffic speeds and "sharrows" markings to indicate that bikes can ride comfortably with traffic.

> Encourage development to include infrastructure that serves cyclists (which will reduce vehicle parking needs), including convenient bike parking, showers and lockers.

- Accommodate and encourage the reduced number of driving trips associated with mixed-use development in a variety of ways:

> Reduce minimum parking requirements to reflect the reduced vehicle trips and more efficient use of parking spaces typically possible with mixed-use development.

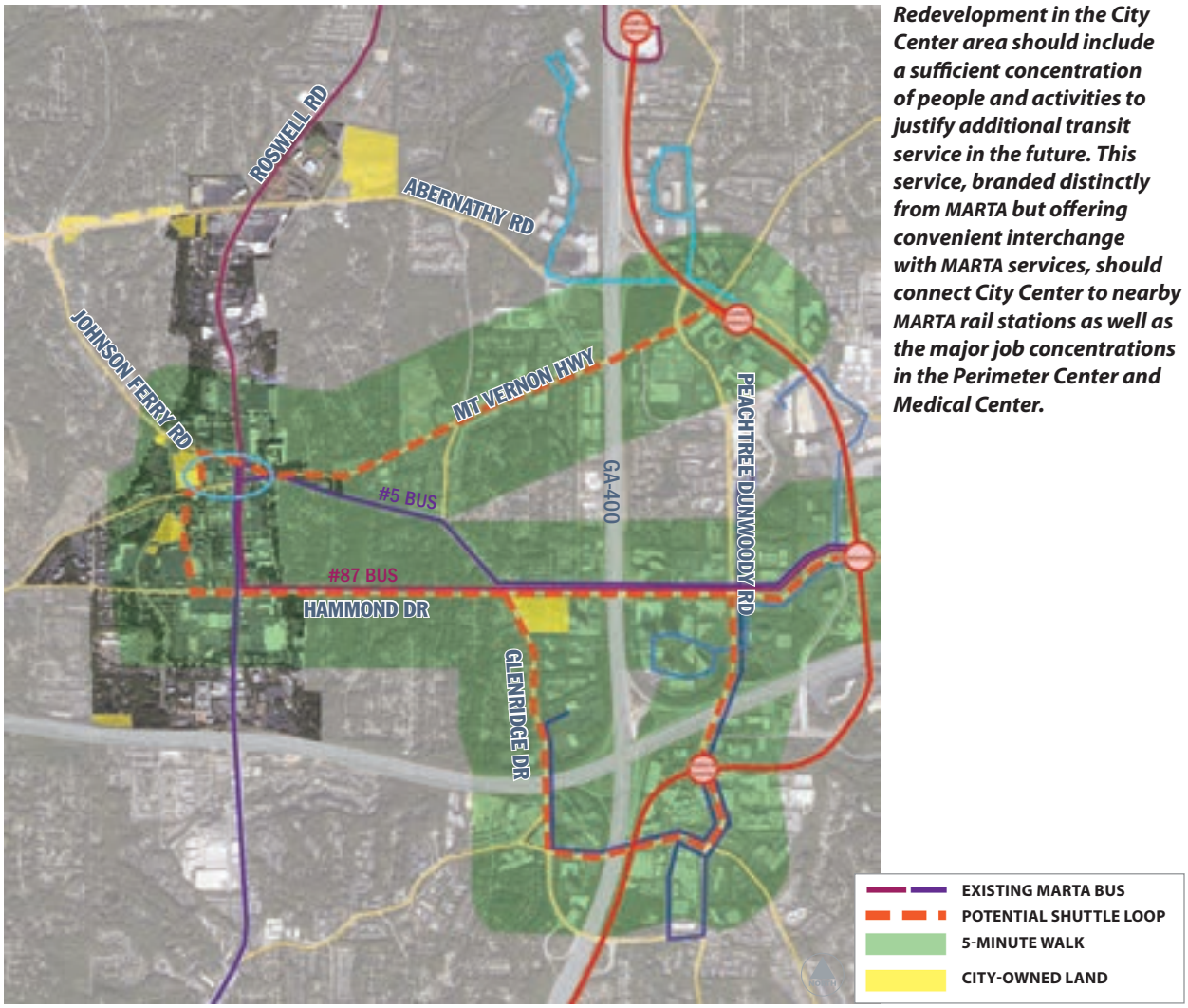
> Encourage the use of parking decks that serve multiple uses and/or parcels, including creation of public parking.

> Implement transportation demand management (TDM) strategies to influence route and mode choice, particularly along Roswell and Abernathy roads. TDM strategies come in many forms, primarily in incentive programs that focus on commuters and changes in physical infrastructure. Coordination should occur with the Clean Air Campaign, which receives federal funding to provide TDM support services for employers in areas like the Sandy Springs City Center.

- Enhance the availability and convenience of transit services (see Exhibit 20 on page 48).

> Establish a convenient, distinctively branded transit service linking City Center to MARTA rail service and nearby job and housing centers. Explore the potential to operate this service as an extension of existing shuttle services in the Perimeter area. Provide convenient transit stops in core areas of City Center.

Exhibit 20: Proposed Transit Service Area Enhancements



Redevelopment in the City Center area should include a sufficient concentration of people and activities to justify additional transit service in the future. This service, branded distinctly from MARTA but offering convenient interchange with MARTA services, should connect City Center to nearby MARTA rail stations as well as the major job concentrations in the Perimeter Center and Medical Center.

***Chattanooga downtown shuttle** offers a good model of a well-used, cost-effective shuttle system that enhances economic development and quality of life.*

TRANSIT SERVICE ACTION STEPS

1. Design the shuttle service (and the vehicle itself) to offer a compelling alternative to driving. Use the service to enhance mobility for residents, employees and visitors. Create seamless transfers between the circulator and MARTA. Avoid service duplication. Consider Chattanooga's electric downtown shuttle service as an example.
2. Plan shuttle routes and stops to link parking with activity centers, housing concentrations, employment centers, retail districts and other key City Center destinations.
3. Operate the shuttle frequently in peak periods. Provide safe and comfortable waiting areas at all downtown stops and peripheral parking lots.
4. Consider technologies such as Next Bus (www.nextbus.com) to provide information on waiting times to enhance ridership appeal of transit services.
5. Encourage use of "green" vehicles such as hybrid, electric and biodiesel.
6. Establish a pilot-service phase and progress to longer-term service.
7. Develop shuttle signage consistent with MARTA's wayfinding system.

> Create a central transit facility in City Center that makes transit services highly visible, enables convenient access to destinations, and facilitates transfers to established MARTA services. Include facilities that support biking.
> Explore opportunities to introduce priority traffic signals for transit vehicles and to allow buses to pass traffic using right turn lanes where they occur.

Strategy 4: Take a cost-effective approach to utility infrastructure. Solving stormwater management on a parcel-by-parcel basis results in redundant infrastructure investments, constrains development options, and undercuts creation of stormwater retention ponds that do double duty as public amenities.

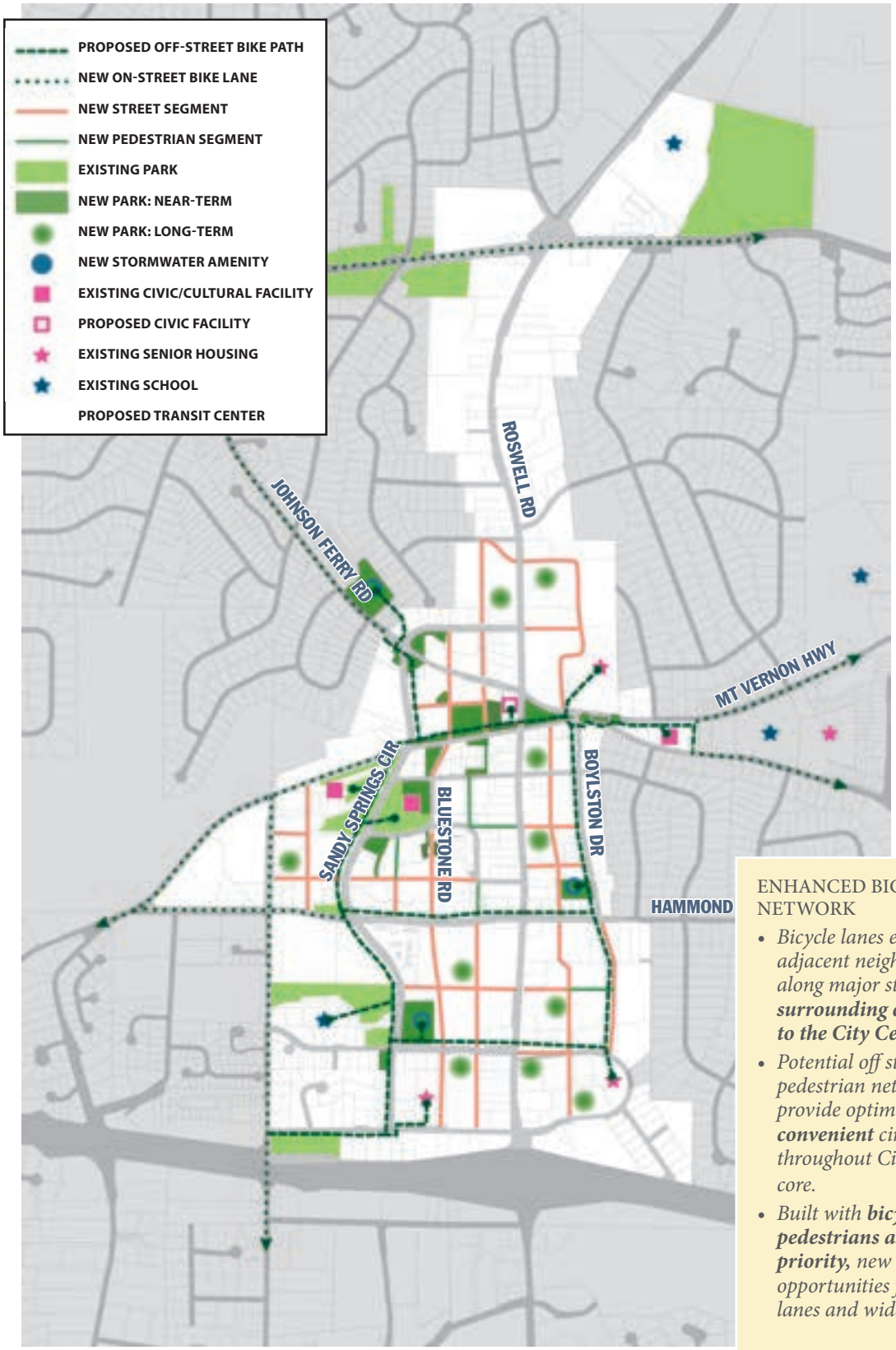
Providing power in an uncoordinated parcel-by-parcel fashion has created a visually unattractive collection of overhead wires along Roswell Road.

A cost effective approach that centrally manages stormwater from multiple sites and consolidates power infrastructure in new, less visible facilities (using new rights of way coordinated with redevelopment on multiple sites) can be more cost effective and attractive.

ACTION STEPS ▶

- Stormwater
  > Include low impact development (LID) principles in requirements for new development through options that include:
    - Repairing/increasing stormwater basin capacities
    - Incorporating best practices, such as bioswales and rain gardens into new site and street development
    - Increasing tree canopy and vegetation (retain existing tree canopy wherever possible)
    - Installing permeable pavement and pavers
    - Terracing sites to minimize extent of steep slopes
    - Reducing impervious surface by measures such as introducing more greenspace and/or requiring green roofs on buildings
  > Create new retention facilities to accommodate stormwater within City Center and to reduce the challenges of meeting low-impact development standards on a site-by-site basis. Design and locate these facilities to serve as park amenities. Exhibit 22 on page 52 shows recommended locations for stormwater facilities based on topography and drainage patterns.
- Overhead utilities
  > When building new streets, locate power and communications lines in buried conduits and/or above grade along parallel alleys behind buildings.
  > Improve existing streets, such as Roswell Road, by moving distribution lines either to buried conduits or to above ground installation in parallel alleys behind buildings.
  > Due to the high cost of burying or relocating overhead transmission lines, invest in these improvements judiciously. Overhead transmission line burial can cost up to 40 times more per linear foot (according to Georgia Power) than burying lower grade distribution lines, which tend to be more dominant in most peoples' field of view. Priority areas for burying transmission lines are within one to two blocks of the planned Civic Facility, along Roswell Road between Sandy Springs Circle and Hilderbrand Drive. Also consider the less costly alternative of painting transmission pylons to match lower pedestrian scale lighting fixtures.
- Screen the power substation along Hilderbrand Drive and Mt. Vernon Road. Potential options include adding tall shrubs and/or vine plantings, and/or installing public art.
- Enable installation of cogeneration facilities on large mixed-use redevelopment sites and in public streets that link significant mixed-use redevelopment sites, if desired by developers.

Exhibit 21: Proposed Off-Street Multi-use Path Network



ENHANCED BICYCLE NETWORK

- *Bicycle lanes extending into adjacent neighborhoods along major streets* ***connect surrounding communities to the City Center.***
- *Potential off street bicycle/ pedestrian network could provide optimally* ***safe and convenient*** *circulation throughout City Center's core.*
- *Built with* ***bicycles and pedestrians as a top priority,*** *new streets provide opportunities for bicycle lanes and wide sidewalks.*

THEME: CREATE PLACES OF COMMUNITY SERVING ALL OF SANDY SPRINGS

Strategy 5: Expand Sandy Springs' network of parks and greenways. The City has made significant recent investments in park space, which residents have used heavily and appreciated. The City Center offers a prime opportunity to create additional park space in a highly accessible and visible location and to enhance connectivity among Sandy Springs' parks. City Center represents a unique opportunity to integrate parks into an active, mixed-use setting. This differs from less dense areas of the City, where natural features and sports use often represent a more appropriate emphasis for parks. Exhibits 21 (page 50) and 22 (page 52) summarize green space opportunities and program elements, and Appendix C contains additional detail on the Green Space Network and its components.

ACTION STEPS ▶

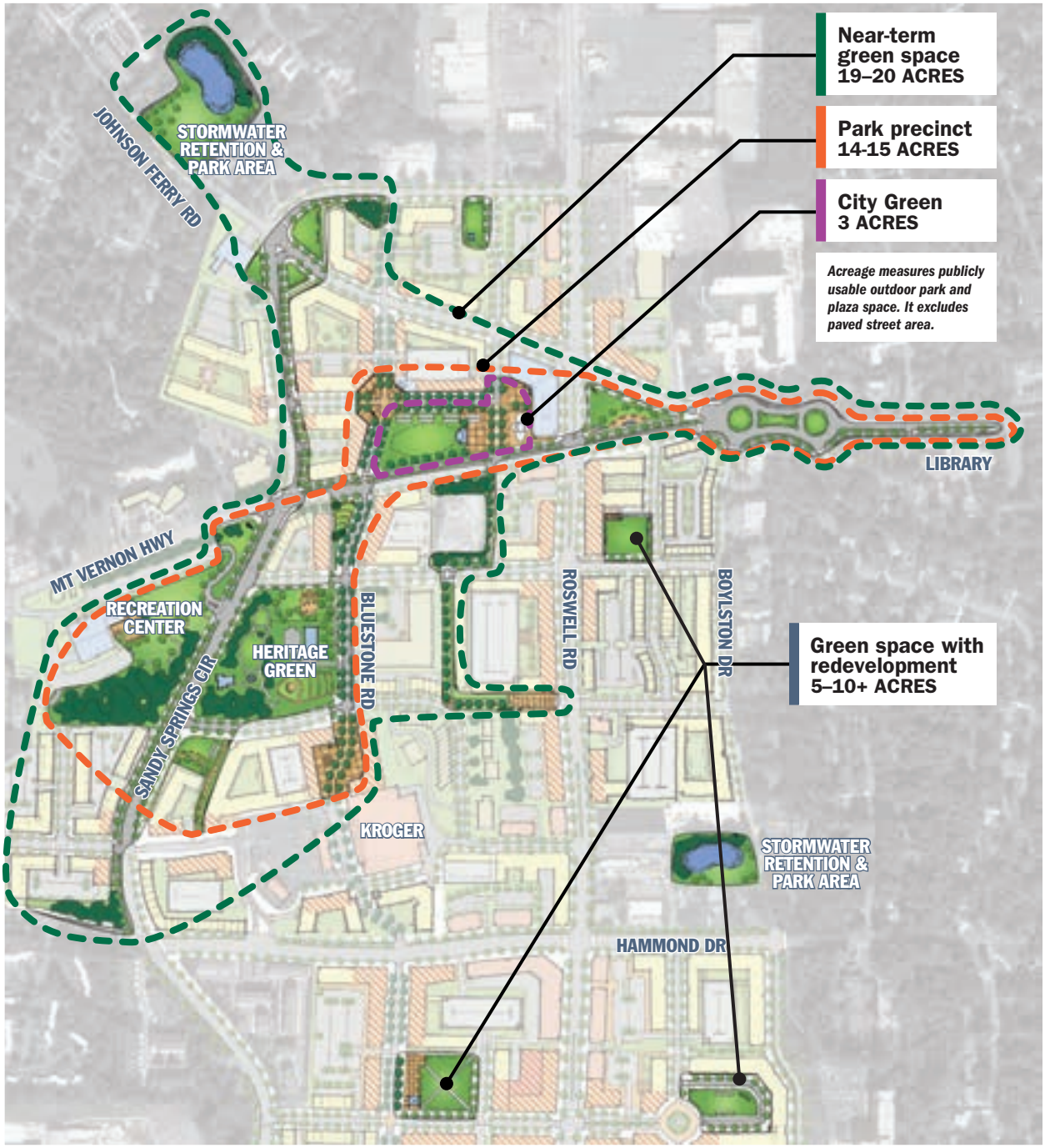
- Create a City Green within City Center to serve as a focal point of community activity and identity. Coordinate programming of the Green with mixed-use redevelopment so that people shopping, eating, living and working around the Green activate its edges and the City Green simultaneously adds value to those uses as an amenity. The Civic Facility (see Strategy 6, this page) could be highly appropriate as one of these uses. Portions of the City Green should accommodate the farmers market and other periodic civic events.
- Create a network of smaller parks and plazas distributed throughout City Center to help enhance value and sense of place in all areas (see Exhibit 22 on page 52). Through zoning or public-private partnership criteria, offer developers incentives to create public spaces within mixed-use redevelopment projects. Work with stakeholders to identify appropriate program goals for each park or plaza. Consider adding a playground in early phases of implementation.
- Create green network connections among parks and plazas (see Exhibit 21 on page 50).
  - > Within City Center, create these connections with high quality streetscapes that feature generous sidewalks, distinctive street trees and other plantings, and bike lanes and/or multiuse paths where possible. Provide signage to help people travel to other parks and neighborhoods within City Center.
  - > Create connections to neighborhoods beyond City Center and to green spaces like the Abernathy Road Greenway Corridor. Improve sidewalks and bike facilities to make travel easier between City Center and these areas. Add signage and provide maps that describe the interconnected parks network.

Strategy 6: Attract more arts, cultural and civic events to City Center. Sandy Springs residents seek more cultural events and venues near dining and shopping choices. A mixed-use City Center offers the prime opportunity to bring people together around this variety of uses and public spaces. As City Center achieves a "critical mass" of active uses and growing residential population, it will gain spontaneous cultural activity in addition to planned events.

ACTION STEPS ▶

- Create a Civic Facility as a multipurpose venue capable of accommodating cultural events as well as city government activities.
  - > Identify and secure a site that enhances city identity, invites community members together, and catalyzes additional private investment in City Center.
  - > Confirm facility program needs, identify funding and build it.
- Work with local and regional arts organizations to expand programming.
  - > Find partner organizations to sponsor arts/cultural events and/or manage operation of the Civic Facility.
  - > Help promote arts/cultural events.

Exhibit 22: Green Space Framework



The proposed green space framework includes varied types of open space: more formal, intimate space lined with active uses (City Green) and larger, more passive space for recreation (Heritage Green playground). These appeal to a wide range of residents and visitors and allow diverse programming that can appeal to many users.

THEME: ENCOURAGE INVESTMENT

Strategy 7: Establish a clear, predictable process for development in City Center. Property owners, developers and other potential investors desire a more predictable process for having development projects approved. Predictability and clarity are especially important given the shift in development emphasis toward more complicated mixed-use development and away from conventional forms.

The planning process involved conversations with multiple developers and property owners to help develop interest in plan implementation and spur initial actions. Some developers expressed interest in purchasing land in the study area, potentially including City owned parcels that may be made available for strategic redevelopment (see Exhibit 23 on page 54; the plan identifies additional parcels for City acquisition or public-private partnership redevelopment). These conversations built awareness of the market analysis undertaken for the plan, publicized the plan's key strategies, and drew valuable and typically supportive input on market economics and other factors affecting development feasibility. Experience in other communities demonstrates that conversations like these during a master planning process can prove effective in advancing investments achieving high quality results responsive to market opportunity and community goals.

ACTION STEPS ▶

- As part of zoning code revisions (see Strategy 2 on page 41), streamline the development review and approval process.
- Encourage creation of public-private partnerships, where appropriate, to enable private development investments. To determine whether a project merits a public-private partnership, evaluate both the developer and the project against consistent criteria. These criteria should include a project's contribution to broader City Center redevelopment goals as measured by:
  - > size
  - > accessibility
  - > visibility
  - > adjacency to complementary amenities or other uses
  - > City ownership or initiative on adjacent parcels and/or streets.

PUBLIC-PRIVATE REDEVELOPMENT PARTNERSHIP CRITERIA

The private sector investor:

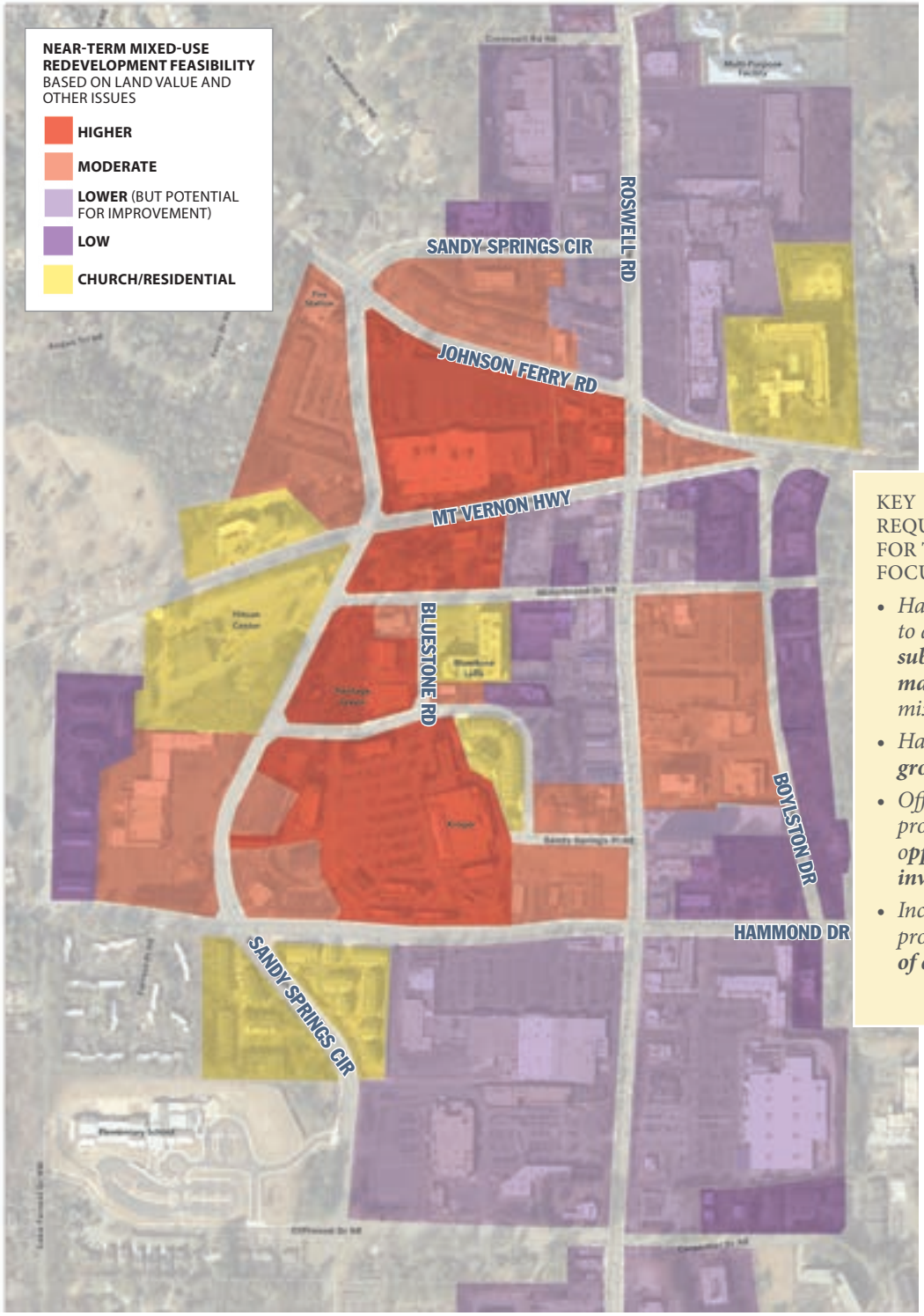
- **Appropriate experience (2–5 comparable projects by developer, designer)**
- **Financial qualifications**
- **Letters of reference (4-5)**
- **Project economics**
  - **> Demonstrated need for support**
  - **> Public sector leverage (typical ranges from 1:2 to 1:6)**

The project:

- **Required elements: walkable, mixed-use, appropriate location**
- **Optional elements: additional public benefits such as parks, streets, jobs or other economic development opportunities**

SOURCE: W-ZHA

Exhibit 23: Parcel Classification



KEY REQUIREMENTS FOR THE OPTIMAL FOCUS AREA

- *Has the capacity to accommodate* ***a substantial, active, market driven,*** *mixed-use district*
- *Has the ability to* ***grow over time***
- *Offers many property owners* ***opportunities to invest***
- *Includes a prominent* ***center of civic identity***

Strategy 8: Continue to focus on key Roswell Road improvements The first impression of the Roswell Road corridor plays a central role in perceptions of City Center as a whole. While qualities of walkable, mixed-use development may appear faster in City Center areas outside of the corridor, the public realm and adjacent development along Roswell Road needs to exhibit some of these qualities and demonstrate the road's compatibility with them.

Roswell Road provides vital vehicular access to City Center. While a mixed-use approach to redevelopment in City Center intentionally minimizes increased traffic on Roswell Road (awhile possibly reducing it), the corridor remains the most important driving route to the City Center. The road's intersections and signals will require continued improvements to facilitate traffic flow. Pedestrian enhancements should increase convenience and safety for anyone using the road's sidewalks.

Roswell Road offers retail choices that complement walkable retail in other parts of City Center. The large size, high visibility and convenient auto access of parcels along the road accommodate large format retail stores that would be difficult or impossible to locate along smaller scale walkable streets. Customers at retailers, such as supermarkets and home/garden supply stores, often purchase volumes or kinds of merchandise that would be impractical to carry on foot or by transit or bike. These customers require auto access. As the traditional center of retail in the study area, the Roswell Road corridor also contains long-established local businesses that community residents value. Such businesses deserve the opportunity to remain along Roswell Road or to relocate elsewhere in City Center at the option of the owner.

ACTION STEPS ▶

By taking prompt action on these steps, Sandy Springs will help business and property owners in the Roswell Road corridor prosper while setting the stage for high value reinvestment throughout City Center.

Improve infrastructure

- Rebuild the Roswell Road/Johnson Ferry Road/Mt. Vernon Highway intersections; rebuild Roswell Road sidewalks and crosswalks on adjacent blocks, with bollards at intersections; bury electric distribution wires.
- Install an automatic traffic management system (ATMS) to synchronize traffic flow.
- Offer street/intersection improvements in return for driveway consolidation that removes Roswell Road curb cuts (see Exhibit 24 on page 57).

Unlock business and property reinvestment

- Today, property owners who increase property value by more than 40 percent must pay for streetscape improvements. Revise this policy with incentives under which the City invests in sidewalk/streetscape improvements in return for the owner's donation of

Traffic management techniques could enhance the visual appeal of Roswell Road and create an appropriate gateway to City Center.

a right of way easement for wider sidewalks.

- Update development regulations to allow attractive single-use development that supports a walkable, mixed-use setting (see Strategy 7 on page 53).

Emphasize Roswell Road as City Center Gateway

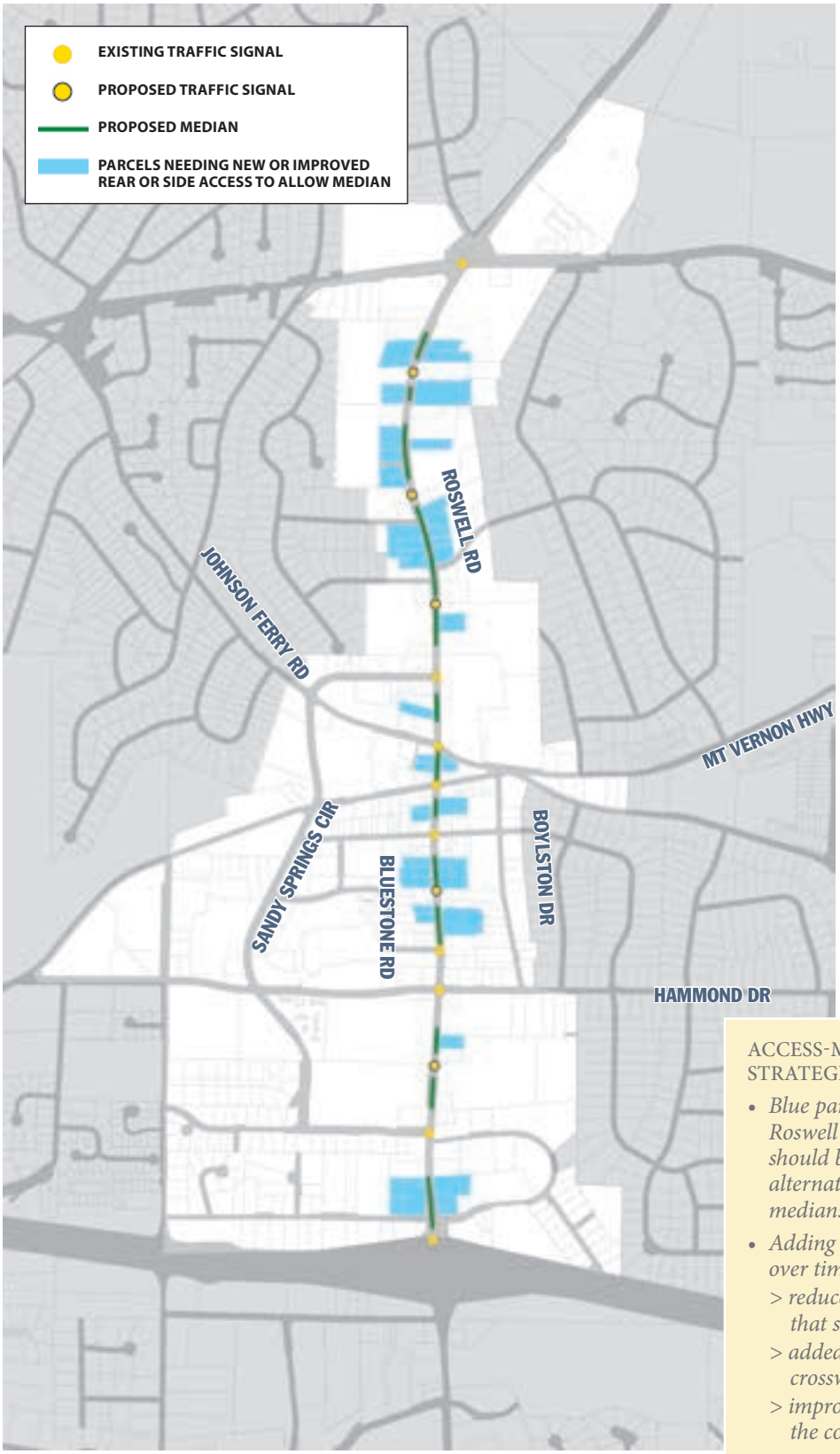
- Announce Gateway points with distinctive signage, information and tree/median plantings.
- Promote Roswell Road as an accessible retail destination:
  - > Highlight recent and planned roadway improvements.
  - > Join with businesses and business organizations to market City Center's retail choices.
- Actively promote investment opportunities to potential investors, businesses and residents. Collaborate with the Sandy Springs/Perimeter Chamber of Commerce and other organizations to publicize City Center's new identity. Recruit businesses and investors that want to be a valuable part of City Center.

FARR ASSOCIATES

FARR ASSOCIATES

Above: Examples from the Image Preference Survey. Right: Expressions of unique community identity as gateway opportunities.

Exhibit 24: Proposed Roswell Road Access Management Strategies



ACCESS-MANAGEMENT STRATEGIES

- *Blue parcels depend solely on Roswell Road for access and should be priorities for creating alternative access points so medians can be installed.*
- *Adding medians to Roswell Road over time provides several benefits:*
  - *> reduced left turn movements that slow traffic*
  - *> added pedestrian refuge at crosswalks*
  - *> improved visual appearance of the corridor*

Lifelong and Green Communities

Lifelong Communities

The ARC established the Lifelong Communities program to help diverse cities like Sandy Springs plan for all current and future citizens across the range of life stages from families with school age children to senior citizens in active retirement communities. Based on feedback during the community engagement process, the concept of "aging in place" seems particularly important in Sandy Springs, where residents want to avoid leaving the community in search of housing and services that meet their changing needs as they progress through life's stages. The City Center Master Plan and this LCI Plan offer a unique opportunity to help expand the City's variety of housing choices and access to services to meet the needs of an increasingly diverse population into the future.

The Lifelong Communities program provides a planning framework to achieve a Lifelong Community that is based on seven core principles. The principles, along with some of the ways this LCI plan responds to them, are:

- **Connectivity—**By adding segments to the City Center street grid and introducing new links to existing streets, the future street network would provide many new circulation options that reduce traffic and facilitate new bike and transit connections.
- **Pedestrian Access and Transit—**The Plan promotes a dramatically more walkable streetscape brought to life by a critical mass of pedestrian-oriented amenities and housing. A new transit center and circulator system would provide strong connections to MARTA and the larger region.
- **Neighborhood Retail and Services—**Key corridors would be lined with community oriented retail, offering basic services and other amenities within walking distance of a fast-growing City Center population. These amenities would sit within walking and biking distance of surrounding residential neighborhoods.
- **Social Interaction—**The plan includes a network of community assets, civic facilities, cultural amenities and other gathering places which would provide diverse opportunities for social interaction and community development.
- **Dwelling Types—**An emphasis on diverse housing types provides opportunities for downsizing and/or moving closer to necessary services without leaving the area as residents age and their needs change.
- **Healthy Living—**An expanded network of bike paths, pedestrian trails, and walkable sidewalks connecting services and healthy food options (including the weekly farmers market) promotes an active lifestyle for residents of all ages.
- **Consideration for Existing Residents—**Planned development would minimize impacts on existing housing, preserving current residents' opportunity to remain in the community undisturbed. New connections to existing neighborhoods around the study area would be sensitive to existing residents' priorities, avoiding automobile cut-through routes in favor of pedestrian-only links when preferred.

Appendix D (page 92) contains a matrix supplied by ARC that lists specific design items and policy actions that can help promote Lifelong Communities. Items and actions either achieved by this plan or representing future opportunities are indicated as such in the matrix.

Green Communities

The ARC developed the Green Communities Program to help local governments like Sandy Springs reduce their overall environmental impact through application of low-impact development (LID) approaches. Similar to the Leadership in Energy and Environmental Design (LEED) system, the Green Communities Program identifies specific design and policy measures that contribute to official certification as a regional

leader in environmental sustainability. The program awards credit toward certification in 10 categories, including green building, energy efficiency, green power, water use reduction and efficiency, trees and greenspace, transportation, recycling and waste reduction, land use, education and innovation. While this plan does not preclude achievement in any of these categories, the following LID measures are particularly relevant to and promoted by this LCI effort:

- **Water Use Reduction and Efficiency—**An improved stormwater management system with retention facilities that double as public parks will help increase the City's stormwater infrastructure efficiency while adding amenities to the community's open space network.
- **Trees and Greenspace—**The plan proposes a network of new green spaces that host activities such as the current weekly farmers market and are linked by landscape and tree-lined streets. It encourages preservation of existing mature trees where feasible.
- **Transportation—**Emphasis on walkable streets, expanded bicycle networks, shared parking strategies, and improved transit connections contribute to a more sustainable transportation system.
- **Land Use—**Smart growth themes such as mixed uses, walkability, transit-oriented development and infill development contribute to a sustainable land use strategy. These themes pervade this plan.

LCI Implementation Plan

Implementation strategy

The LCI Plan and City Center Master Plan work on two levels. First, they describe broad, long-term goals voiced by community members that establish the standards for achieving the City Center vision. Second, they contain strategies that identify the most effective actions the City and partner stakeholders can take to realize the vision. As elements of the plans are implemented, priority actions may need to evolve to address new needs and opportunities. The long-term vision goals should remain constant and guide future decisions on priority actions.

This section of the LCI Plan provides a more detailed look at the near-term actions that make the most of City ownership of the "Target block." Strategies for continued long-term success of the LCI Plan follow. They focus on leadership, community support and evaluating progress toward the plan goals.

SITE DEVELOPMENT GUIDELINES FOR THE "TARGET BLOCK"

The block bounded by Johnson Ferry Road, Sandy Springs Circle, Mt. Vernon Highway and Roswell Road, including the site of a former Target store acquired by the City, will play a central role in Master Plan implementation as a result of its strategic location and partial City ownership. The master planning process determined critical goals for the block, based on: (1) public input; (2) analysis of opportunity for mixed-use development and public park space; and (3) the City Council's goal to include a Civic Facility. These goals, in turn, yielded a specific set of guidelines for location of streets, public

APPLYING THE MASTER PLAN GOALS TO DEVELOPMENT OF THE TARGET BLOCK

MASTER PLAN GOAL	RESULTING SITE GUIDELINES
Include a new Civic Facility that accommodates both community serving cultural uses and City offices. Locate it in a prominent and easily accessible location to help activate adjacent public spaces and to complement and encourage mixed-use development nearby including retail, dining and housing.	• **Locate the Civic Facility along Roswell Road,** following previous studies that demonstrated the value of its prominence and public nature there. Use the building to create a substantial separation between public open space on the Target block and Roswell Road traffic. • **Orient the Civic Facility to create a strong presence** and have direct ground floor entrance (or entrances) on at least one side of the public open space. • Design the facility to **enhance the sense of Mt. Vernon Highway as a green corridor** connecting the Target block's open space with other public open space opportunities east of Roswell Road, including the block bounded by Johnson Ferry Road, Roswell Road and Mt. Vernon Highway. Incorporating large areas of windows into the design of buildings near Mt. Vernon Highway offers one way to enhance this sense of connection while maintaining the separation of open space from Roswell Road traffic.
Include public open space that accommodates activities and that serve as a destination. In particular, include a Green of about one acre and suitable for festivals and include space for the farmers market (about 1.5 acres) featuring predominantly hard surfaces with shade trees. Accommodate at least one water feature and informal games. Line the open space with active buildings on at least three sides to make this a true City Center for Sandy Springs.	• Provide at least **2.5 acres of public open space** • Locate the public open space adjacent to the ridge along Mt. Vernon Highway to **enhance visibility** and to offer views and amenities both north and south of the ridge. • **Provide public parking** in order to make the open space easily accessible to all Sandy Springs residents. • **Provide safe and inviting walking connections** to make the open space accessible to people living, working and visiting within several blocks.

APPLYING THE MASTER PLAN GOALS TO DEVELOPMENT OF THE TARGET BLOCK (CONTINUED)

MASTER PLAN GOAL	RESULTING SITE GUIDELINES
Include new mixed-use development with housing, office and/or hotel space over ground floor, pedestrian-oriented retail and dining spaces. Based on market analysis, housing and pedestrian-oriented retail appear likely to offer the most significant amount of development opportunity in the near term. Housing should also receive priority to help build City Center's resident population to help keep streets, parks and retail active. To be economically feasible, mixed-use development needs appropriate density, parking and building formats.	• Encourage housing development with **a density of at least 40-50 units per acre** as part of mixed-use development. A review of development economics showed this density would meet the threshold of financial feasibility. Combined with ground floor retail where possible, it would translate into buildings averaging four to five stories high and potentially ranging from three to six stories. • Mixed-use development should i**nclude ground floor retail spaces that line streets with pedestrian-oriented storefronts.** Include at least two full adjacent block lengths of ground-floor retail and/or dining, preferably with some facing the public open space and some facing other retail across a street. • Organize new development on **blocks that typically measure at least 230' and no more than 500' on each side,** with lengths in the 300' to 400' range generally preferable. Lengths under 500' enhance walkability by providing waking route choices at reasonable intervals. Lengths over approximately 230' can accommodate residential buildings that screen internal parking with occupied units (assumes 120' core parking depth, flanked on each side by 10' parking ventilation space, 35' building depth and 10' front garden setback). Specific site geometry may justify modest deviations from these length standards. • **Introduce streets to create blocks with the recommended dimensions.** Promote opportunities for simultaneous redevelopment on two sides of a street. Provide access, addresses and on street parking that serve ground floor retail. Connect to existing or potential development on adjacent bocks. New development (and/or public open space) on two sides of a street creates more than double the impact of development along a single side because it defines the street itself as a distinct public place. Placing a grid of two north-south streets and one east-west street running partially across the site accomplishes these goals well. This approach ties into the Bluestone Road corridor to the south and with Johnson Ferry Road, to the north, where existing businesses and potential redevelopment can both benefit from connection to mixed-use development on the Target site. An east-west street makes a similar connection to Sandy Springs Circle.
Help spark private reinvestment on nearby sites by connecting them into a walkable street network and establishing a strong center of amenity and market-driven investment. Do this by reinforcing the character of buildings and walkable streets that connect beyond the Target block to other portions of City Center.	• Apply the updated development regulations created as part of the Master Plan process to **shape the form of mixed-use buildings.** • Apply the street section recommendations, created as part of the Master Plan process, to achieve **a balance of functions along each street.** These guidelines will promote transportation choices, create attractive addresses for development, and where possible, allow on street parking.

green space and new development. The City should follow these guidelines as it proceeds with investments in parks, streets, parking and the Civic Facility infrastructure, and as it seeks development partners.

PROMOTING THE PLAN'S LONG-TERM SUCCESS

Over the longer term, this plan will prove most effective if the community and its leaders see that it delivers significant value through changes in markets, political leadership and private initiative. Several strategies for plan leadership, community engagement and plan evaluation can help maximize the value the plan produces for Sandy Springs.

STRATEGIES FOR PROJECT LEADERSHIP

Actions to implement the plan should reflect a partnership between private investors and City leadership. The City of Sandy Springs should take the lead on actions that benefit all of the City Center area by carrying out the Master Plan strategies through action steps described in the plan. It should also periodically refine the plan based on community response to plan results to date (see Strategies for Evaluation on page 62). At the same time, private land owners, investors, business owners, other organizations and individual consumers will make the majority of investments in the master plan. Their decisions will play a central role in mak-

ing the most of opportunities on specific sites. Strong City management of the overall plan will provide predictability and coherence that encourage individuals to invest with confidence. The City and private sector should work together to integrate the efforts of other agencies, such as those providing transportation services, utilities and other infrastructure, into development in City Center.

STRATEGIES FOR COMMUNITY SUPPORT

Demonstrating ongoing returns on investment in City Center will help ensure continued support by the Sandy Springs community and key stakeholders. Financial returns will serve as a key measure, but Sandy Springs should keep in mind other important but less tangible measures of success like community pride and identity. Important strategies to earn continued support for the Master Plan include:

- **Rely on objective criteria for strategic City investments.** What investments will best promote growth in overall economic and community value over time? What data are needed to answer this question? Utilize the public-private partnership criteria identified in Strategy 7, page 53, along with continuous tracking of private investment resulting from public investment, to help address these questions. Key types of public investments include:
  - > Land acquisition for resale for mixed-use redevelopment
  - > Land acquisition for civic park space, cultural facility, city offices
  - > Targeted infrastructure investments, including street improvements that support walkability, bike and transit use, and needed traffic improvements; public parking that serves multiple uses; burial or other enhancements of above-ground utility lines; and stormwater improvements
- **Continue ongoing communication between the City and key stakeholders** to address new issues and priorities that emerge as well as day-to-day management of City Center:
  - > Main Street Alliance and/or others engaged with issues important across City Center
  - > Sponsors of specific development projects, as they arise
  - > Partner government agencies such as ARC, Fulton County, GDOT and MARTA.
- **Actively market the Master Plan and help recruit priority tenants and investors.**
- Publicize plan achievements through regular public outreach such as:
  - > City website postings
  - > Press releases
  - > Periodic public meetings

STRATEGIES FOR EVALUATION

The City should periodically evaluate the success of plan accomplishments in achieving core goals. Consider these measures of success:

GOAL
Create a vibrant, walkable City Center rich in amenities desired by the community, such as commercial retail, recreational and cultural facilities.

MEASURES OF SUCCESS
- New choices for retail and dining, distinct from traditional options in the study area, are present and successful.
- New recreation and cultural facilities are present and draw users from around Sandy Springs as well as the immediate City Center area.

GOAL
Catalyze significant market-driven private investment in walkable, mixed-use redevelopment that introduces substantial new dining, amenity retail, and entertainment options. This will both achieve City Center development goals and strengthen the district's ability to support Sandy Springs' fiscal goals.

MEASURES OF SUCCESS
- The City Center has emerged as a walkable center for living, working, shopping and leisure.
- Investments in a walkable core attract investments on other sites over time.
- The overall level of private investment falls in the range of at least $2 to $6 for every $1 of public resources invested.
- City Center emerges as a stronger center of economic development for Sandy Springs.

GOAL
Create an appropriate setting for a new civic/cultural center that functions as a place of community activity and identity.

MEASURES OF SUCCESS
- A civic/cultural center, integrating a building with complementary public landscaped areas, is prominently in place. It attracts residents from throughout Sandy Springs to participate in a variety of activities throughout the day and week, with emphasis on cultural and community activities besides day-to-day City business.

GOAL
Create a comprehensive system of infrastructure to support City Center, including walkable streets, stormwater, traffic flow, transit services, bicycling facilities, parking, utilities and signage.

MEASURES OF SUCCESS
- Private investment increases in response to good quality streets, utilities and other key infrastructure.
- City Center includes places where walking is safe and enjoyable—enhancing the value of adjacent properties.
- More and better access choices are present, including new driving route options, inviting bike facilities and convenient transit services.

GOAL
Introduce a green space network that accommodates a variety of activities; draws activity from City Center development; and provides strong connections to City Center, established neighborhoods and Sandy Springs' open space network.

MEASURES OF SUCCESS
- A signature set of public parks and plazas distinguishes City Center from other portions of the City and from other communities in the region.
- City Center parks and plazas welcome a wide variety of activities that serve people from throughout Sandy Springs as well as the City Center area.
- City Center parks and plazas are easily accessible from existing nearby neighborhoods, which gain value from their presence.

In sum, the Master Plan should be evaluated for its ability to enhance quality of place in City Center in ways that make all of Sandy Springs proud. This means preserving existing assets, attracting reinvestment where appropriate, and guiding that reinvestment to ensure that it meets a high standard of value. The plan should establish a context that enables as many individuals as possible to participate in building City Center in ways that add value for everyone. This represents a departure from past patterns of development that promoted individual investments but did not necessarily coordinate them in a way that created mutual value. The City Center Master Plan should be held to the higher standard of becoming the center of activity and identity for every resident of and visitor to Sandy Springs.

APPENDICES
TO THE LCI TEN-YEAR UPDATE (DECEMBER 2012)

Appendices

PAGE

67 Appendix A: Long-Term Illustrative Plan

70 Appendix B: Proposed Street Sections

87 Appendix C: Public Green Space Network

92 Appendix D: LCI Report of Accomplishments

94 Appendix E: Five-Year Action Plan Matrix

Exhibit 25: Long-Term Illustrative Development Scenario

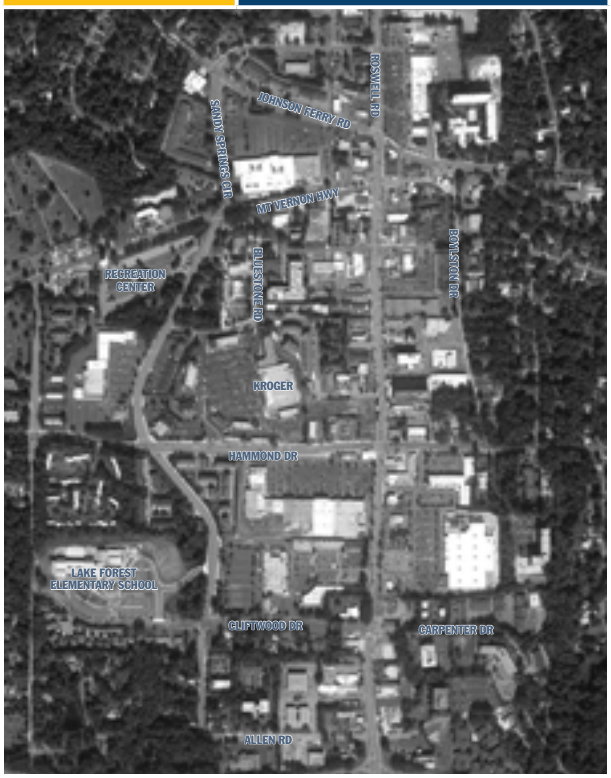
The long-term illustrative plan adds more detail south of Hammond to reflect developer interest in the area and incorporates an extensive pedestrian network of multipurpose paths and comfortable sidewalks to facilitate connections between areas.

Development phases

These plan views illustrate one scenario for sequential reinvestment in City Center infrastructure and properties. The Master Plan recommends specific near-term actions the City can take to achieve the investments shown in Step 1; these investments offer the greatest likelihood of spurring private investment in nearby City Center properties. Steps 2 through 5 illustrate a possible sequence of further redevelopment on other parcels by property owners at their option. City policy should support such reinvestment through companion investments such as street improvements.

Exhibit 26: Potential Development Phases

EXISTING CONDITIONS | **PREPARE MASTER PLAN**



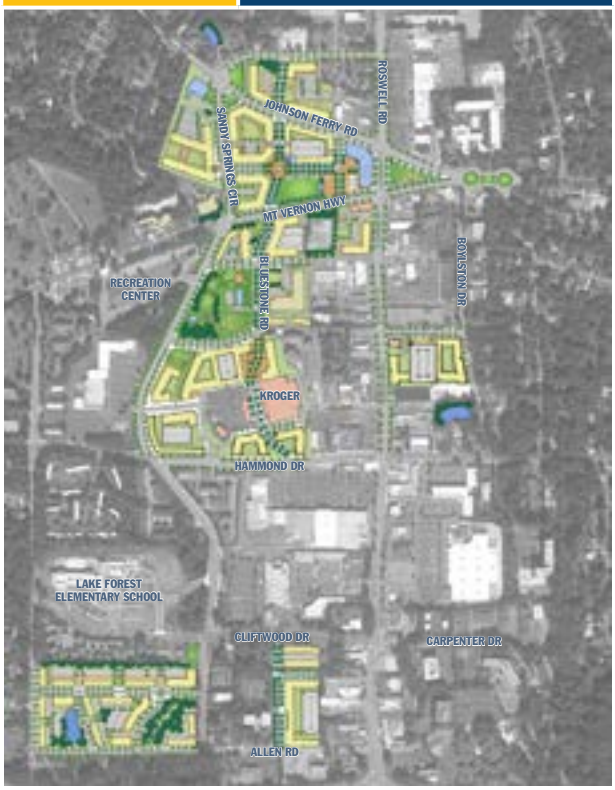
INITIAL CATALYSTS | **STEP 1**

USES

- RESIDENTIAL
- RETAIL
- RETAIL BELOW OTHER USE
- OFFICE
- CIVIC/COMMUNITY
- CIVIC GREEN SPACE
- PRIVATE GREEN SPACE
- PARKING STRUCTURE
- PARKING LOT

NOTE: THIS LEGEND APPLIES TO ALL ILLUSTRATIVE MAPS ON THIS PAGE AND THE FACING PAGE.

AS OPPORTUNITY EMERGES **STEP 2**



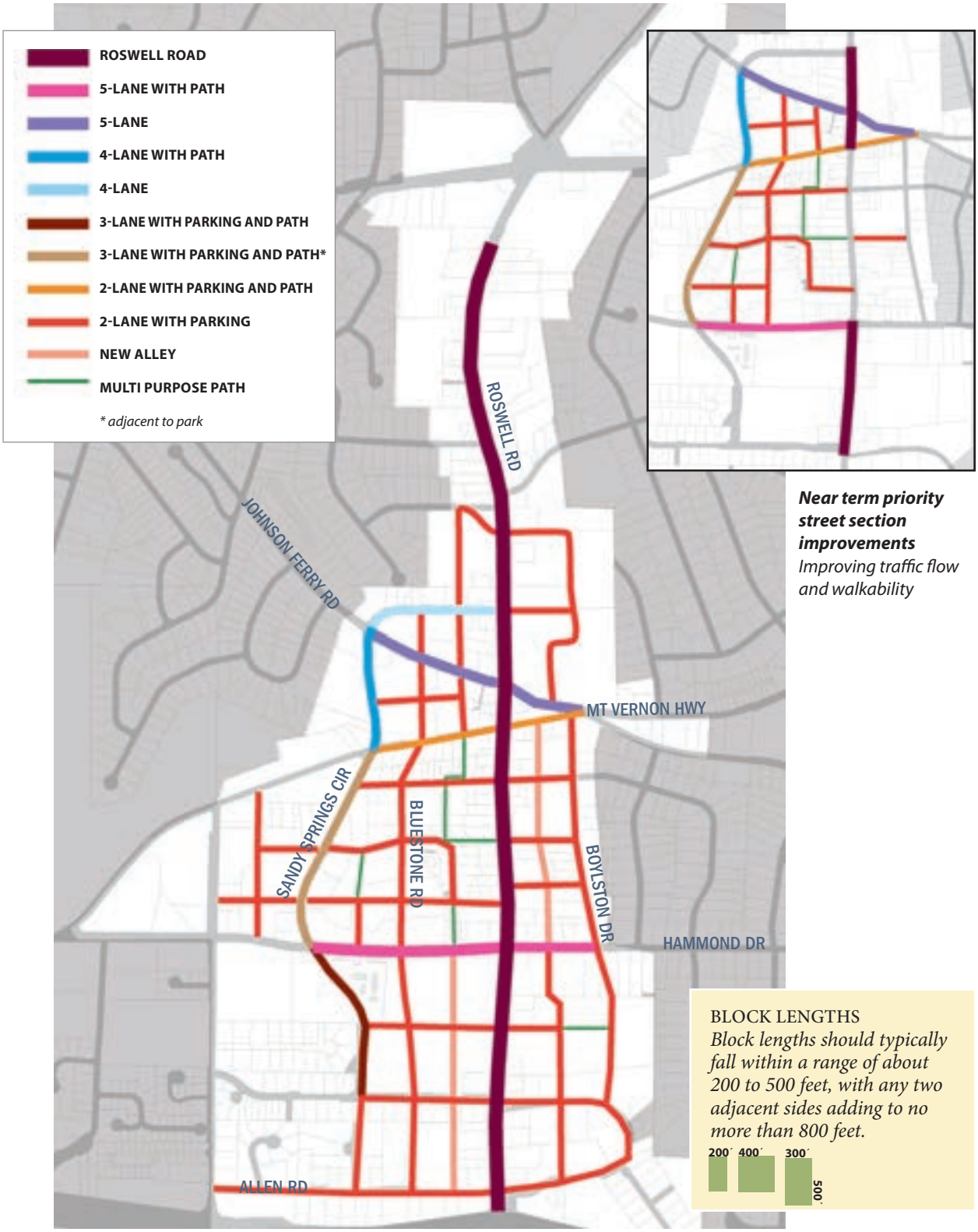
AS OPPORTUNITY EMERGES **STEP 3**

AS OPPORTUNITY EMERGES **STEP 4**

AS OPPORTUNITY EMERGES **STEP 5**

Step 5 is the same as the map on page 47 in Exhibit 19.

Exhibit 27: Proposed Street Section Key Diagram



Near term priority street section improvements
Improving traffic flow and walkability

Grid network expansion as opportunity allows*—In most cases, new street corridors would be created as part of mixed-use redevelopment on large sites through partnership between the owner and the City. Lines indicate recommended street section type based on existing right of way and design goals.*

Exhibit 28: Street Section Comparison

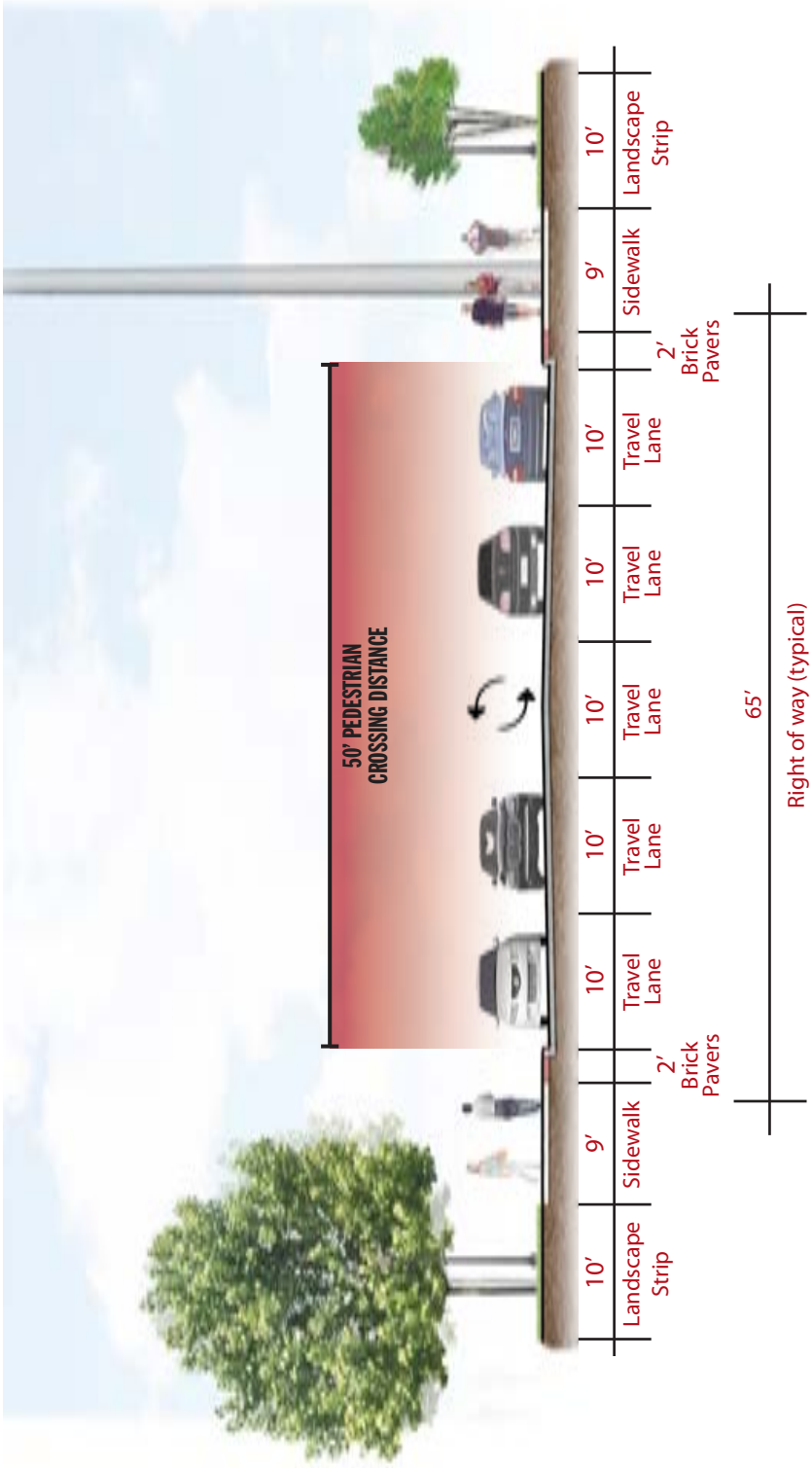
STREET SECTION	ROW WIDTH	TRAVEL LANES	MEDIAN?	BIKE?	MIN PED CROSSING DISTANCE	MAX PED CROSSING DISTANCE	EXAMPLE STREET APPLICATION	SIDE-WALK WIDTH
Roswell Road	65′	4	Yes	No	20′	50′	Roswell Road	9′
5-lane with path	110′	4	No	Off-street path	60′	60′	Sandy Springs Circle, Hammond Drive	10′
5-lane	91′	4	No	No	55′	55′	Johnson Ferry Road	10′
4-lane with path	94′	4	No	Off-street path	48	48′	Sandy Springs Circle	10′
4-lane with path—alternate	76′	4	No	Off-street path	48	48′	Sandy Springs Circle	6′
4-lane	84′	4	No	No	48′	48′	Sandy Springs Circle	10′
*3-lane with parking and path**	86′	2	Yes	Off-street path	11′	48′	Sandy Springs Circle	8′
3-lane with parking and path	92′	2	Yes	Off-street path	11′	48′	Sandy Springs Circle	10′
2-lane with parking and path	84′	2	No	Off-street path	20′	36′	Mt. Vernon Highway	10′
2-lane with parking	74′	2	No	Sharrow	22′	38′	Hildebrand Drive	10′
new alley	36′	2	No	No	24′	24′	Where shown on diagram	6′
multipurpose path	20′	N/A	No	Yes	12′	12′	Where shown on diagram	12′

** adjacent to park or green space*

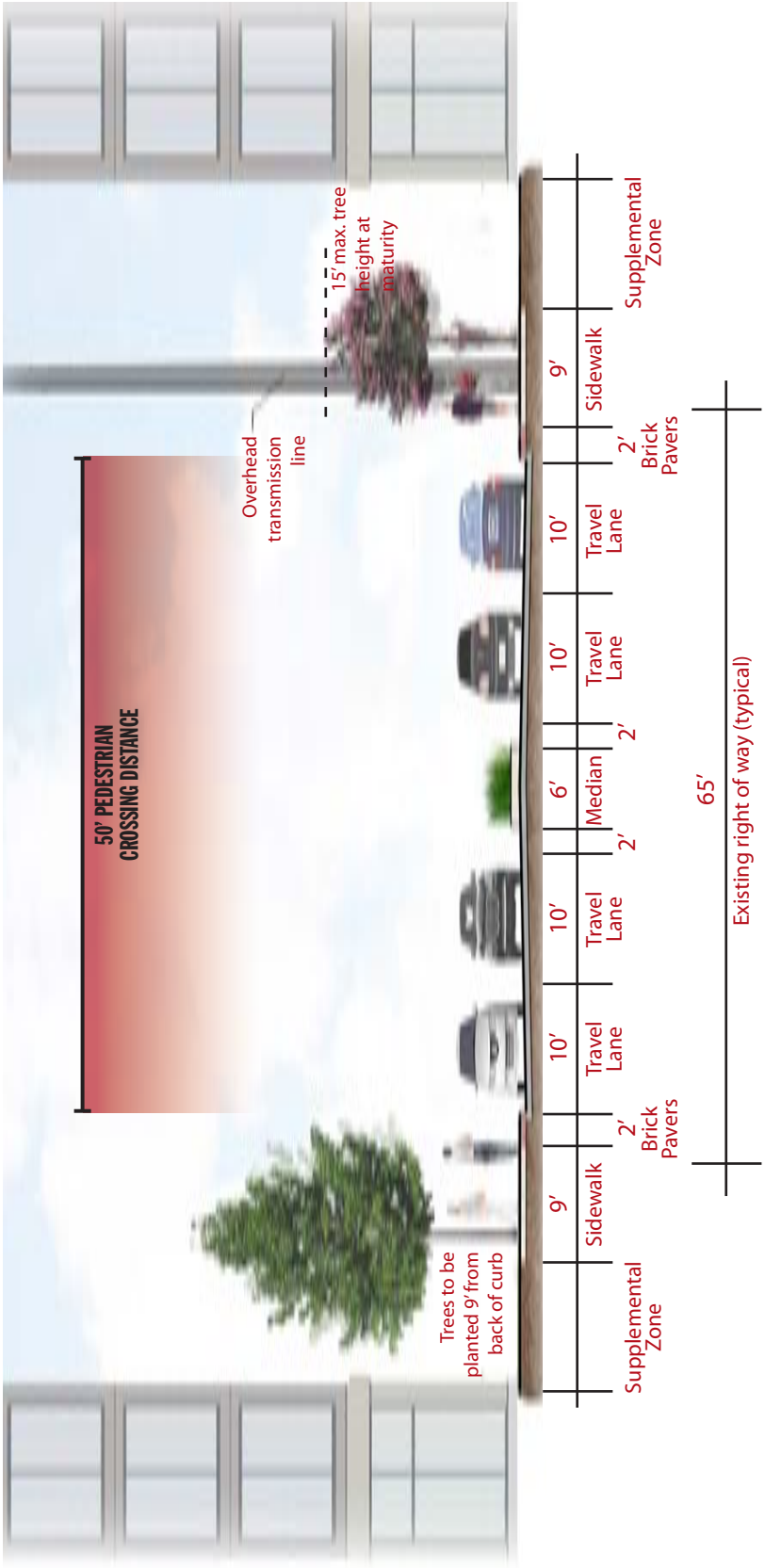
Where possible, City Center will have "Complete Streets," an emerging national best practice that maximizes travel options by accommodating pedestrians, bicycles, cars, and bus transit (in appropriate locations).

NOTE
Street sections contained in this appendix show the typical conditions recommended along selected streets. Application may require minor variations in these elements and dimensions to accommodate right-of-way limitations in some locations, special needs at intersections, or other specific conditions. Transitions between section types along a street or at intersecting streets should emphasize continuity of travel lanes, sidewalks, crosswalks and off-street paths.

Existing Roswell Road Street Section

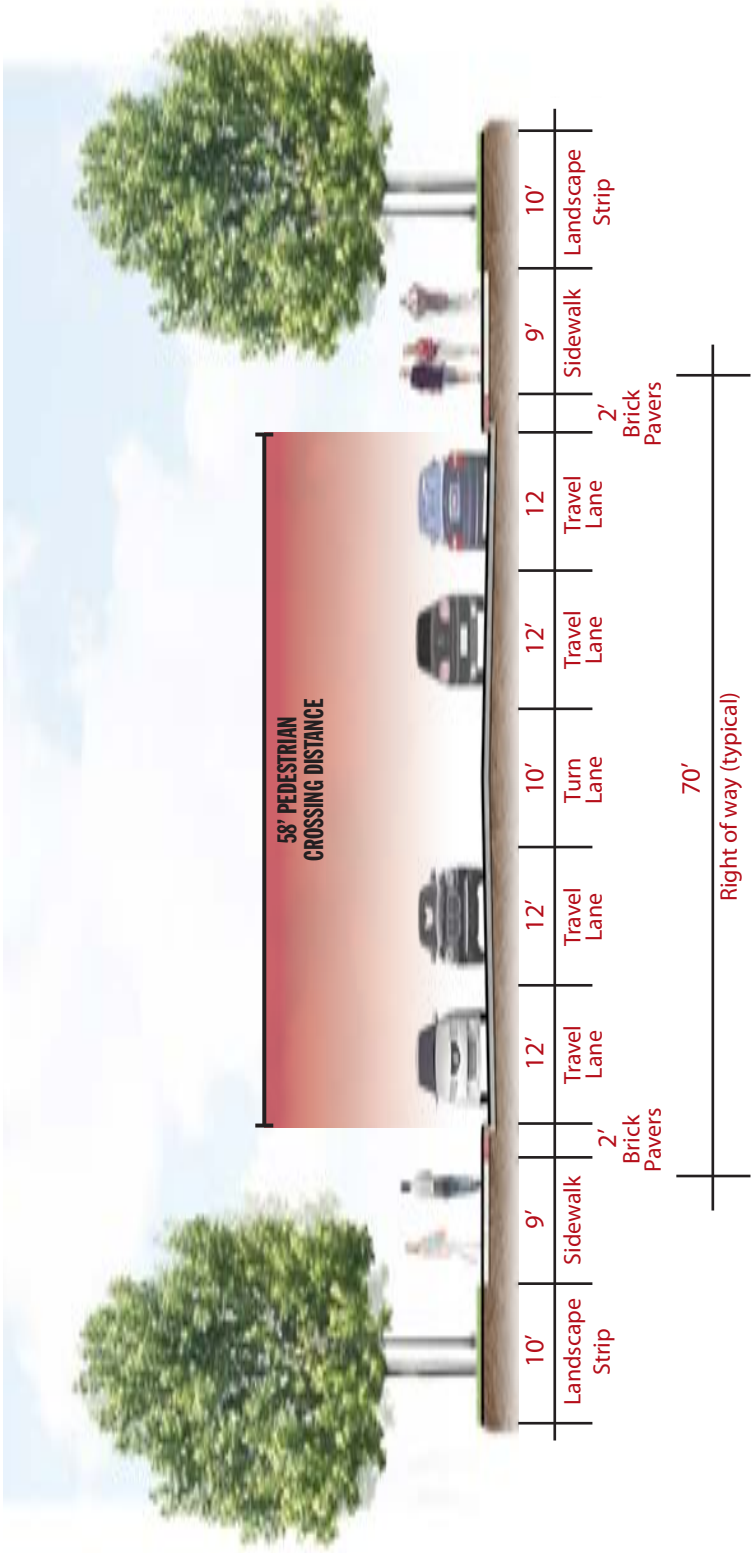


Proposed Roswell Road Street Section

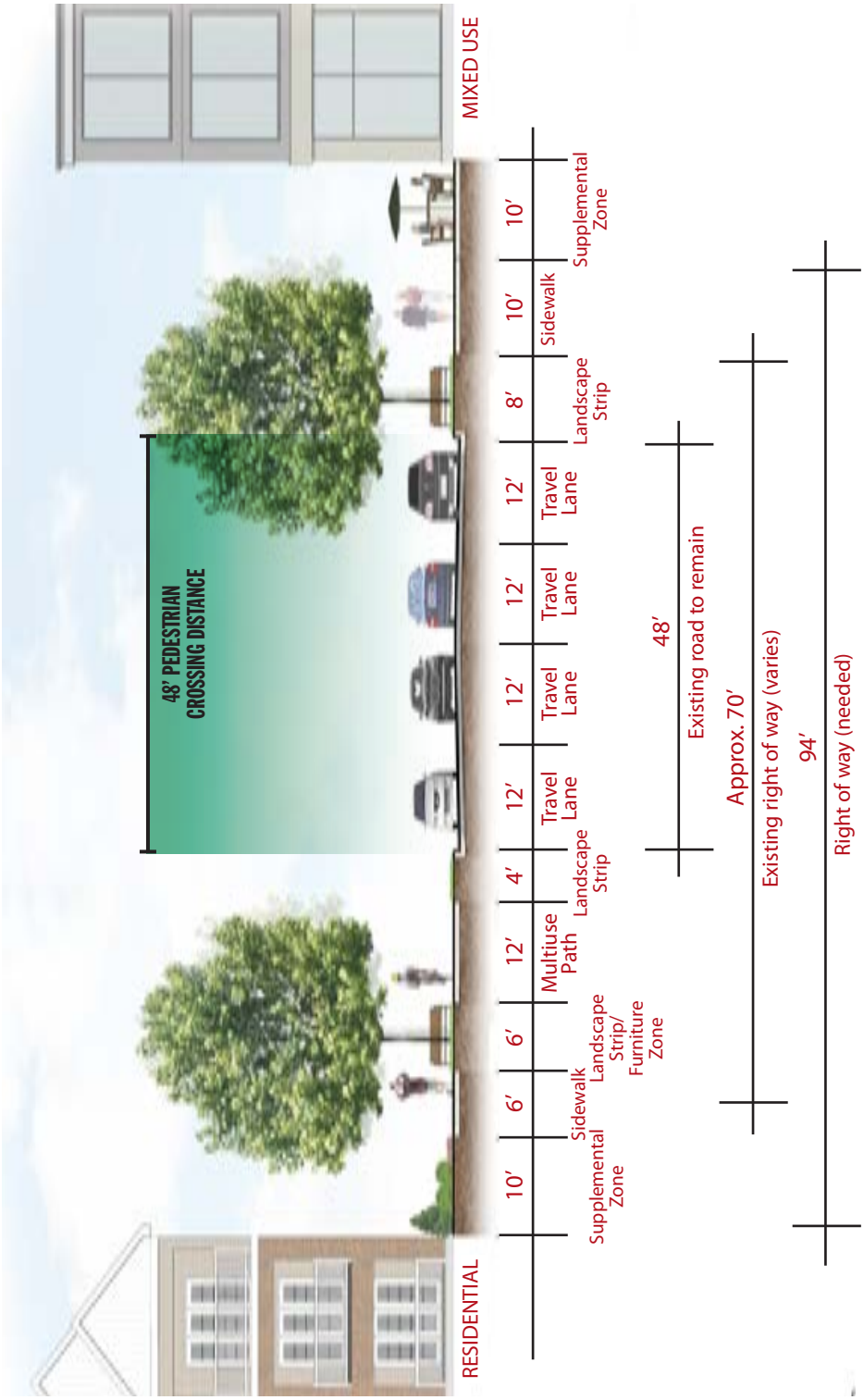


Note:
- Supplemental zone per zoning code

Existing Sandy Springs Circle Street Section

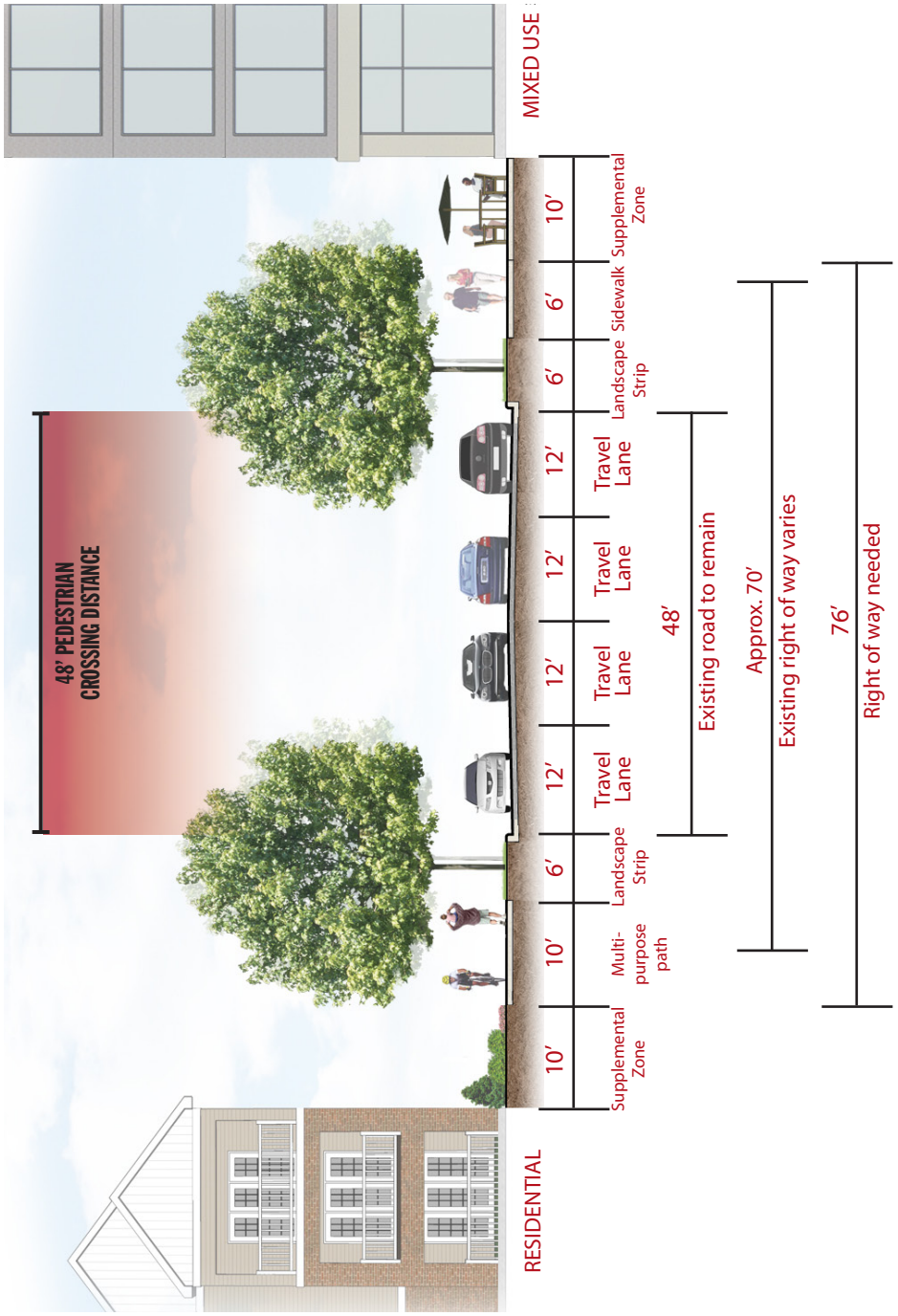


Proposed 4-Lane With Path Street Section



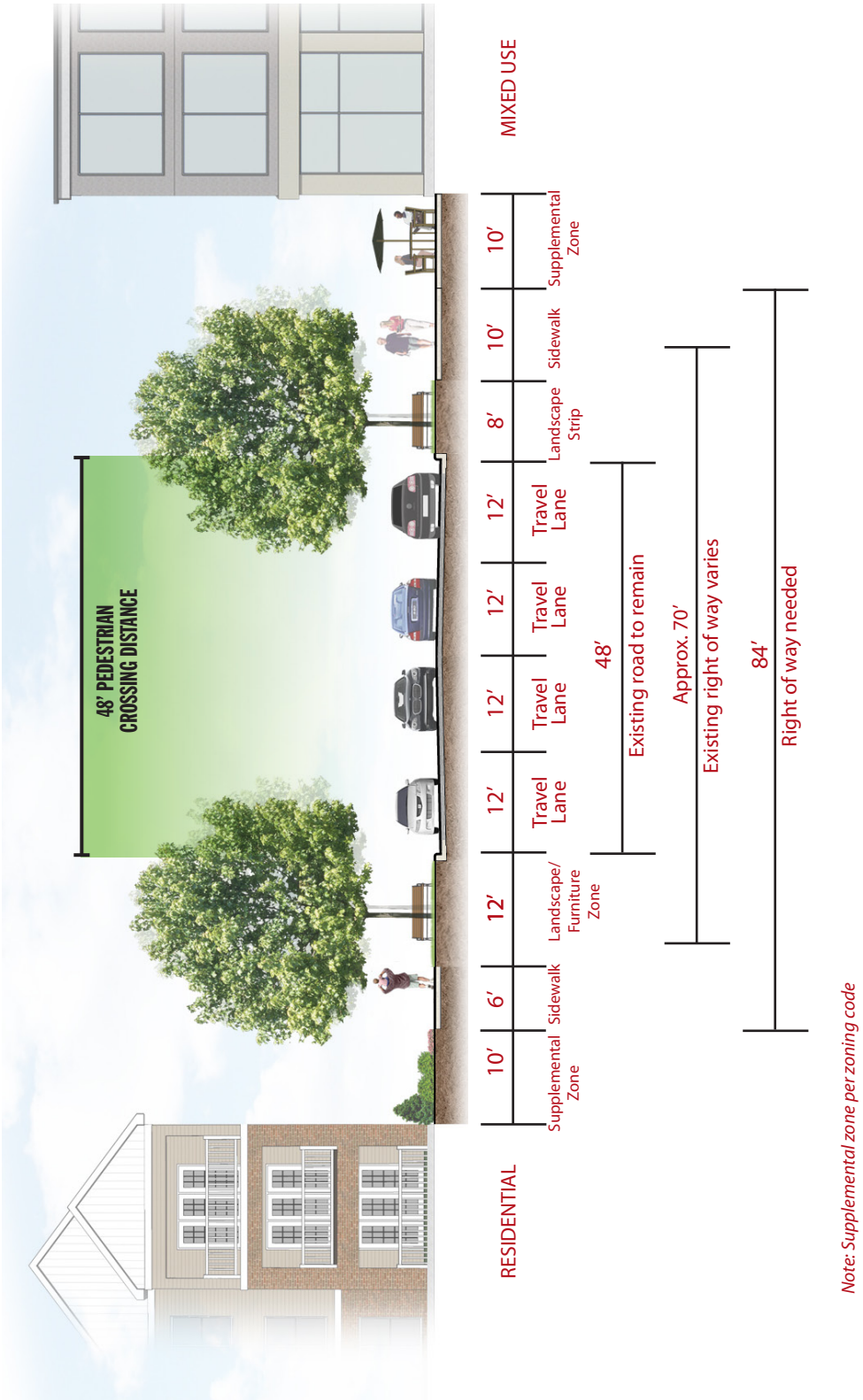
Note: Supplemental zone per zoning code

Alternate Proposed 4-Lane With Path Street Section



Note: Supplemental zone per zoning code

Proposed 4-Lane Street Section

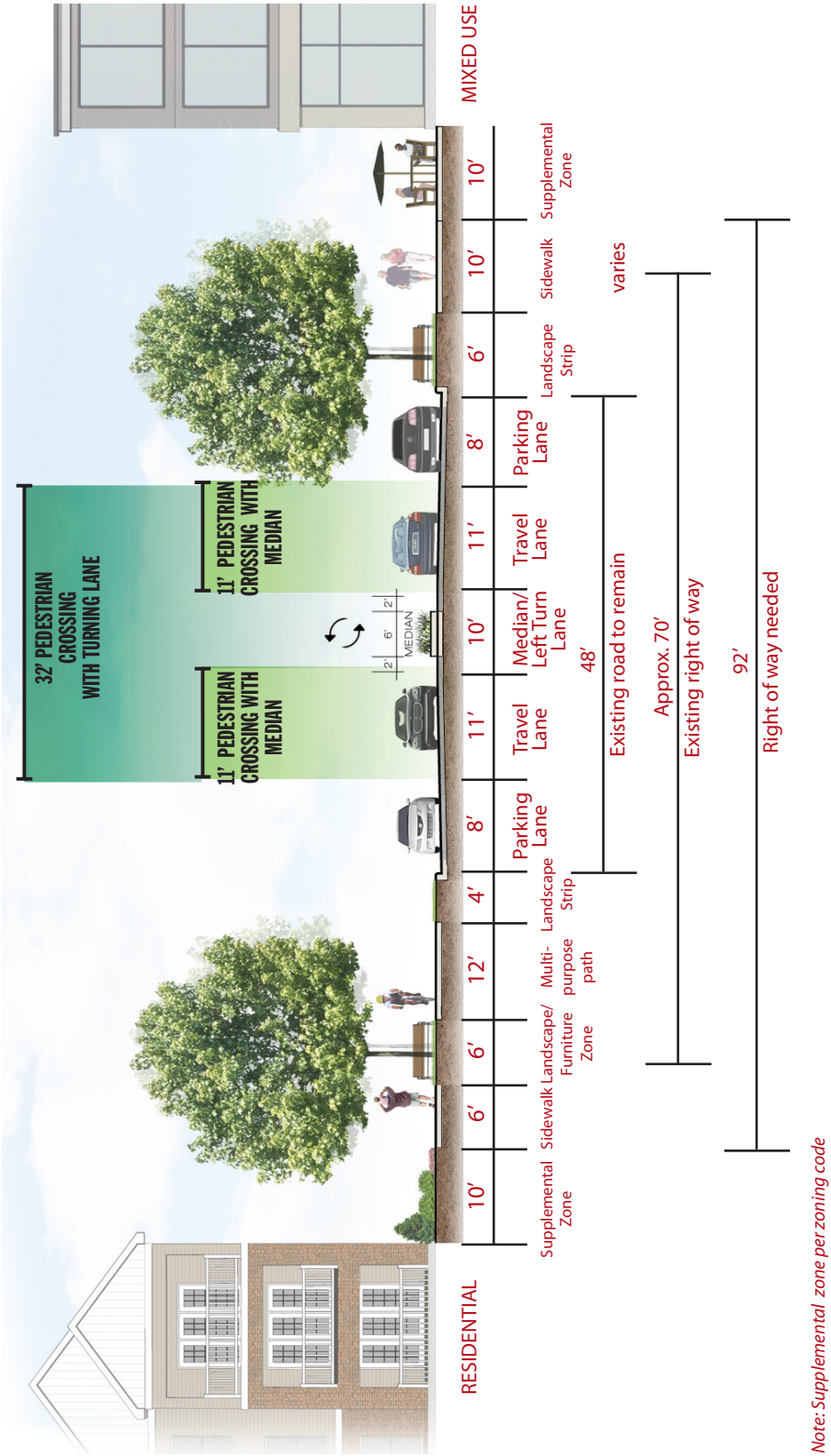


Note: Supplemental zone per zoning code

Proposed 3-Lane With Parking And Path (Adjacent to Park) Street Section

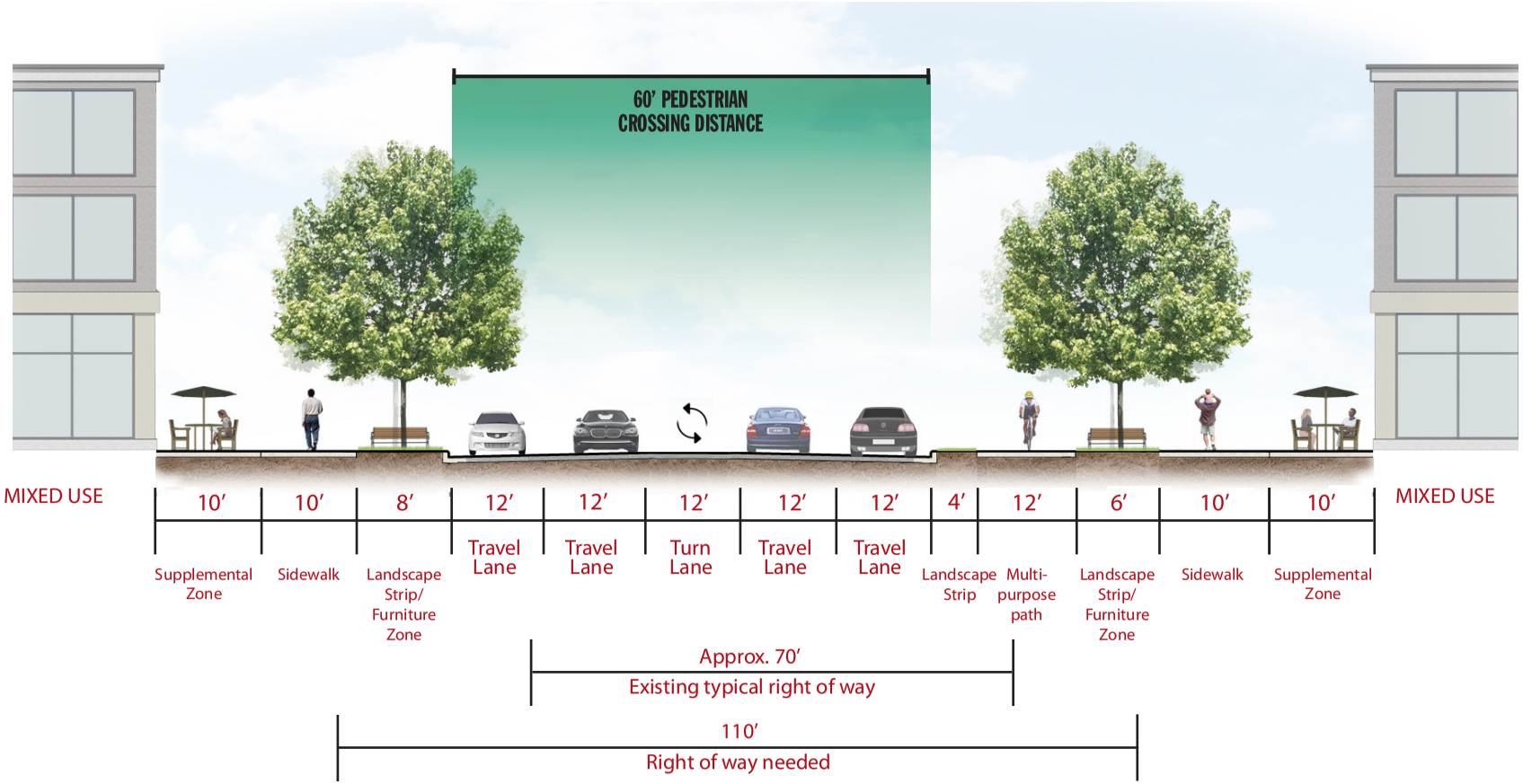
Note: Supplemental zone per zoning code

Proposed 3-Lane With Parking And Path Street Section



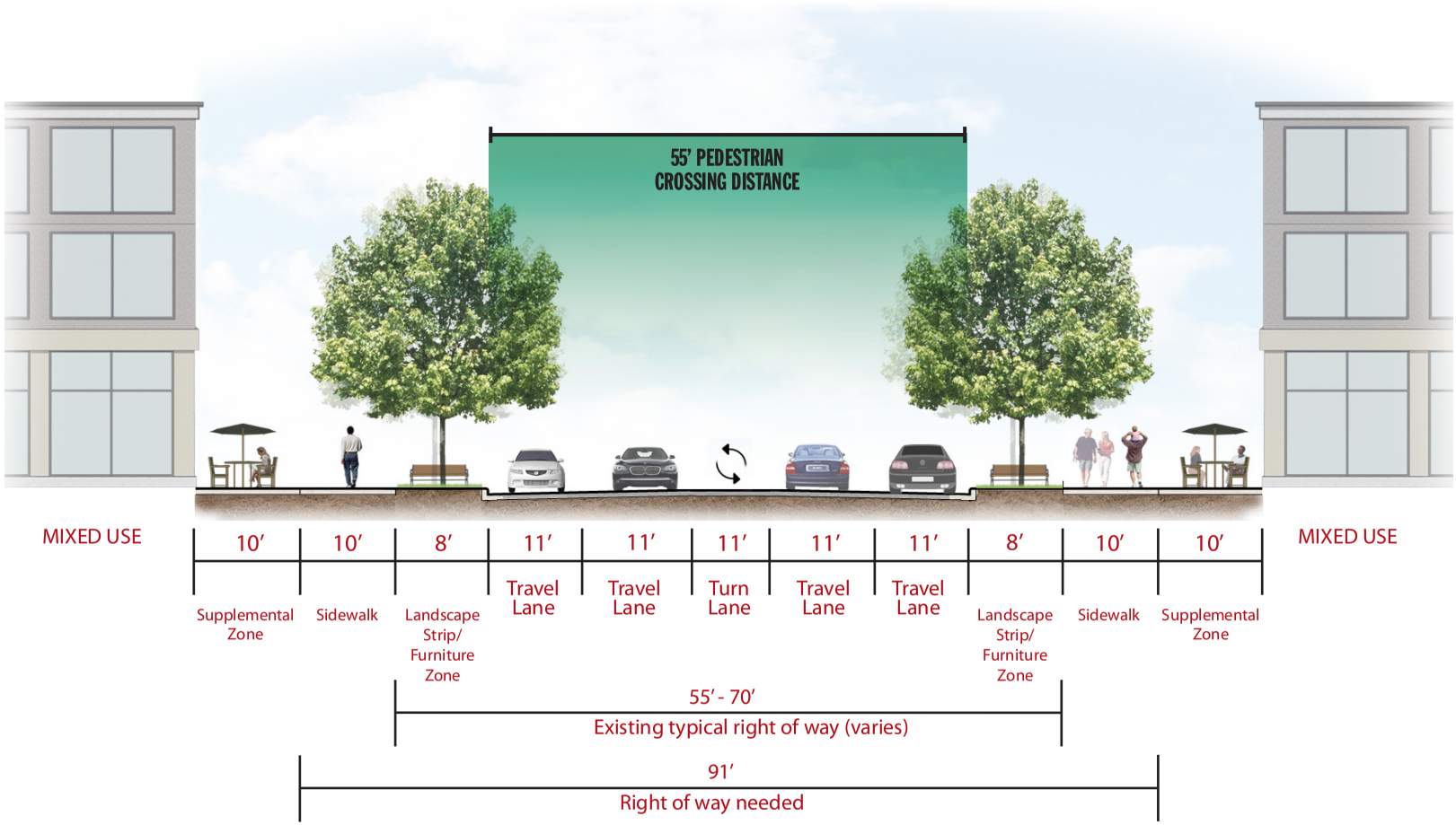
Note: Supplemental zone per zoning code

Proposed 5-Lane With Path Street Section



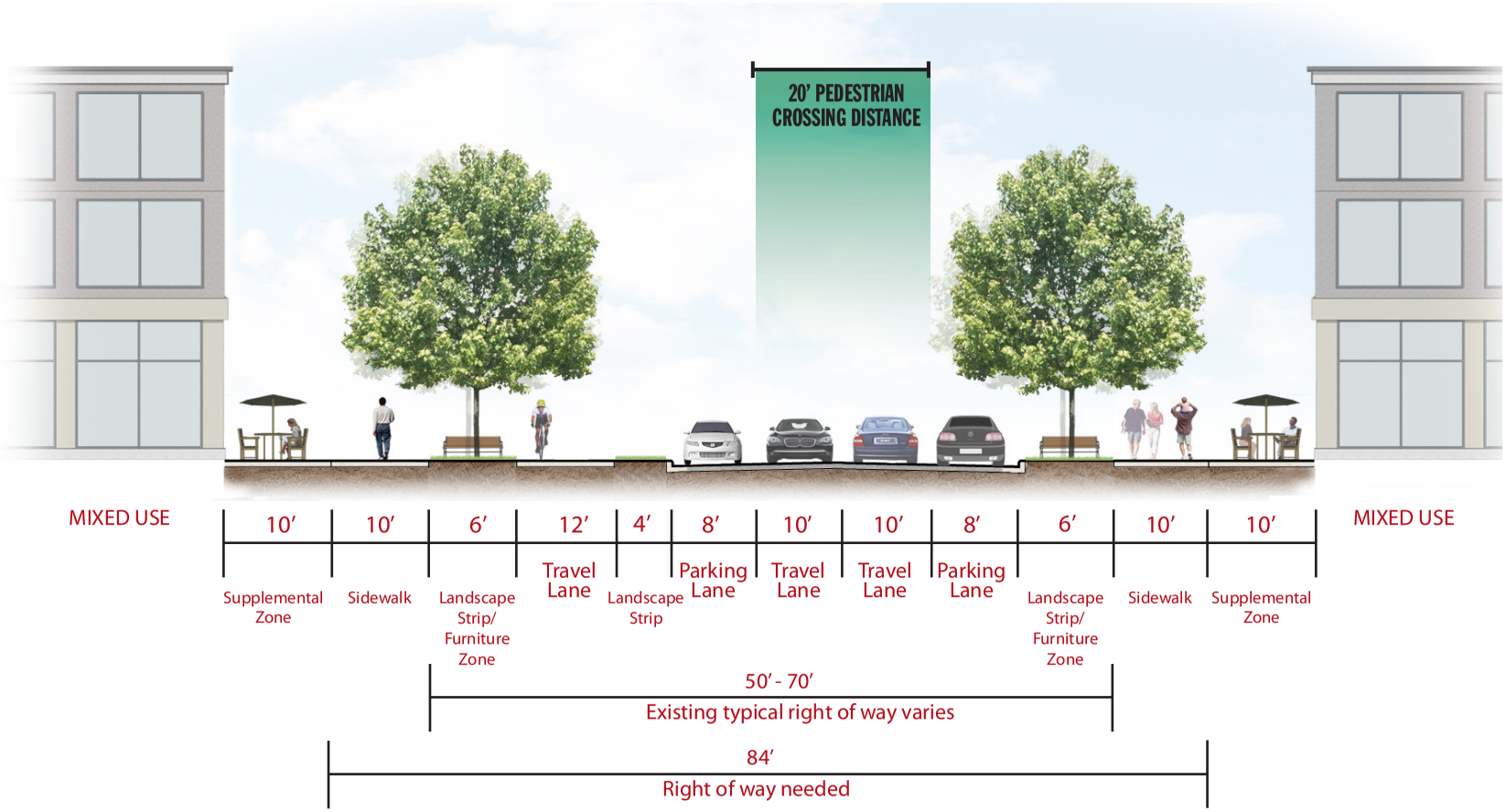
Note:
- Remove right turn lanes
- Provide 8' on street parking where needed
- Supplemental zone per zoning code

Proposed 5-Lane Street Section



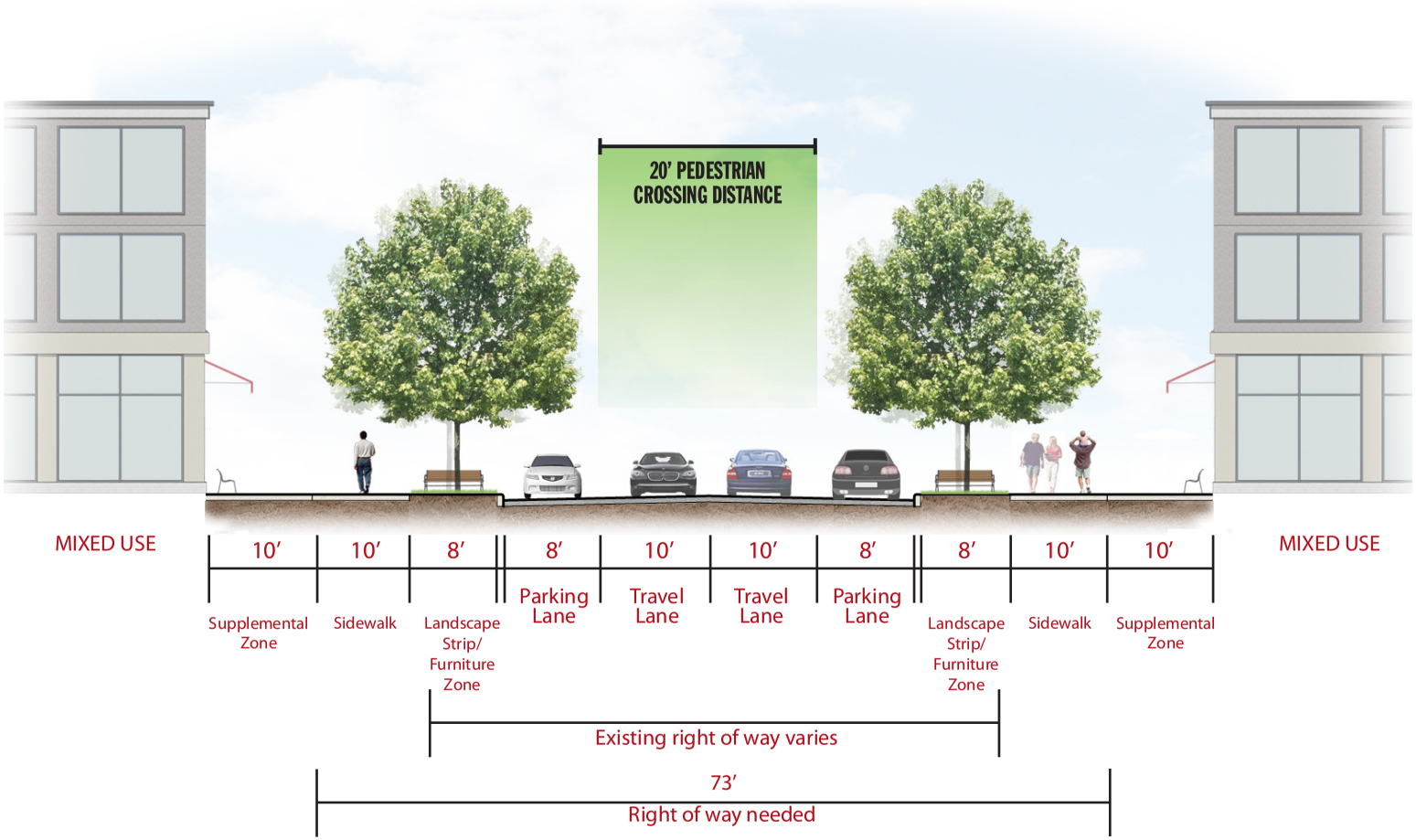
Note:
- Shared lane markings striped on through lanes
- Supplemental zone per zoning code

Proposed 2-Lane With Parking And Path Street Section



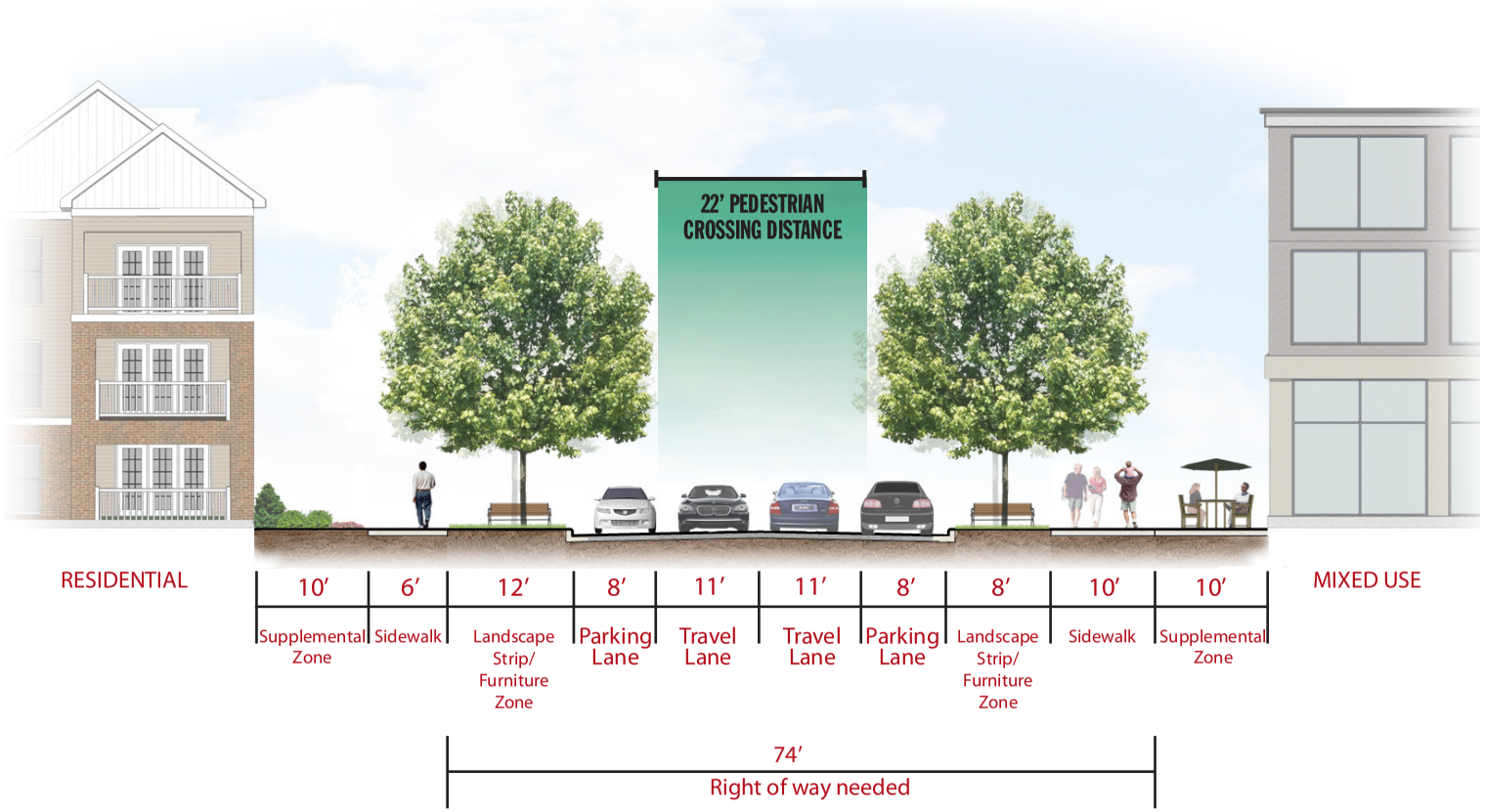
Note:
- Provide left turn lanes where needed
- Parking eliminated at left turn lanes
- Supplemental zone per zoning code

Existing Local Street Section



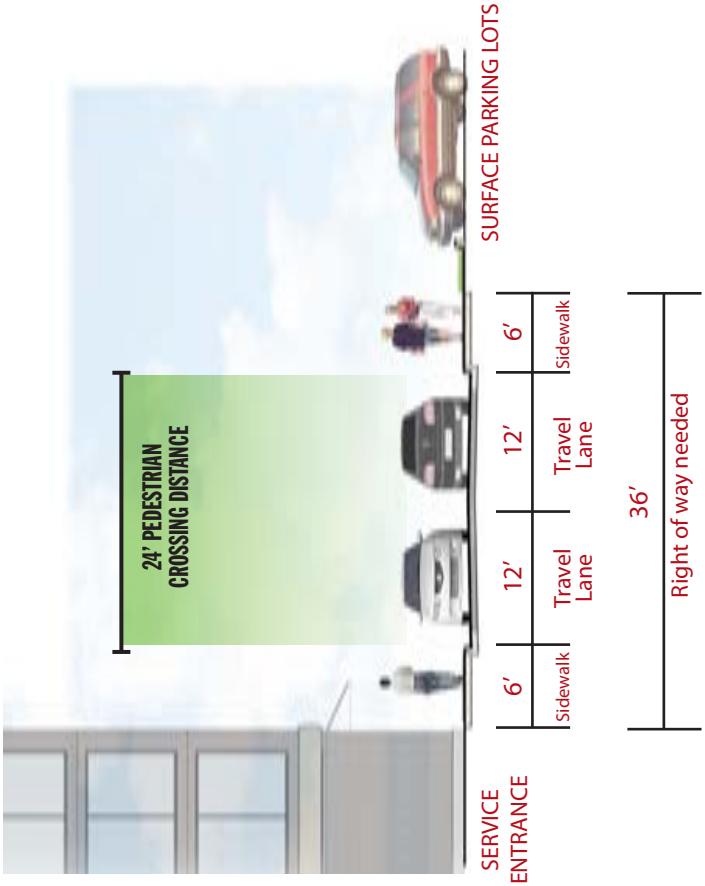
Note:
- Provide left turn lanes where needed
- Supplemental zone per zoning code

Proposed 2-Lane With Parking Street Section

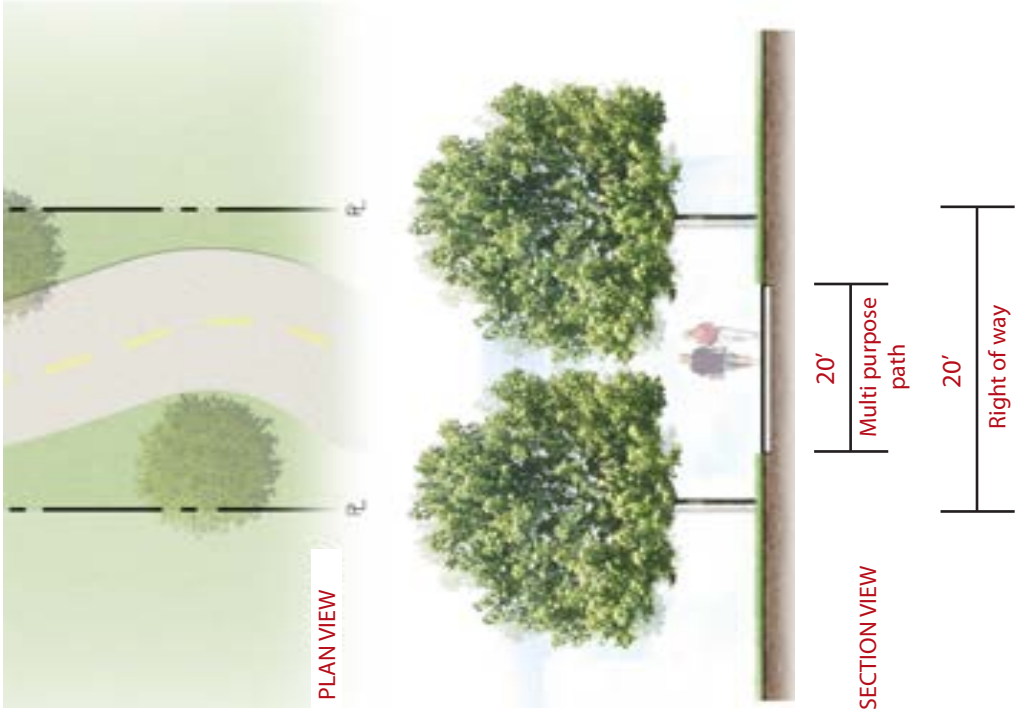


Note:
- Provide left turn lanes where needed
- Shared lane markings striped on through lanes
- Streetscape for mixed use versus residential as shown above
- Supplemental zone per zoning code

Proposed Alley Street Section



Proposed Multipurpose Path Section



Public Green Space Network

A network of public green spaces will play a key role in City Center's success. Exhibit 29 on page 88 identifies opportunities to create that network, with green spaces that support a variety of activities, in the heart of City Center along Sandy Springs Circle, Mt. Vernon Highway and Bluestone Road. In these locations these activities will collectively have a dramatic impact. Additional areas of green space will be added as redevelopment occurs. More detail on the desired features of priority green space appears below.

A City Green, should form the heart of City Center and a high-profile center of activity, community and identity.

- The City Green anchors the City Center green space network, which is connected by multiuse paths, sidewalks, and pedestrian-friendly streets.
- New housing and dining opportunities on adjacent blocks should integrate green space to create a setting that stays active weekdays, evenings and weekends.
- Public green spaces should be dispersed throughout the City Center, with each of its neighborhoods having at least one signature green space. This broad distribution of green spaces will help attract new investment to more locations, and put park amenities closer to nearby neighborhoods.
- A City Green at the heart of City Center should be versatile enough to accommodate a range of activities, from the farmers market, festivals, and concerts to quiet relaxation, evening strolls and picnics.
- Numerous opportunities for community interaction, coupled with distinctive design, will help create a new center of identity for Sandy Springs.

Adjacent retail and dining adds daytime, evening and weekend activity

Green space lawn activated by event space, farmers market, multiuse path, fountain, and outdoor games space

Multiuse path and sidewalks link the square and green to neighborhoods within and beyond City Center

Civic facility emphasizes cultural events, attracting the full spectrum of Sandy Springs residents

Exhibit 29: Green Space Activity Elements

During the planning process, community members identified a series of green space elements they wanted to see in City Center. These opinions took different forms and accommodated diverse activities, from farmers markets to passive people watching. These elements would attract a broad range of people to City Center, helping keep it active throughout the day and week.

GREEN SPACE ACTIVITY ELEMENTS

Lawn space for events

DESIRED FEATURES ▶

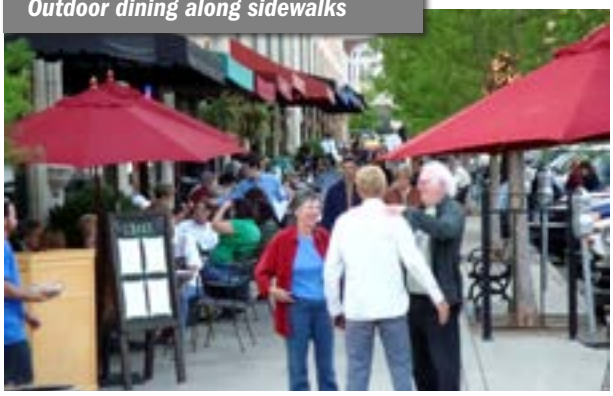
- Larger and more accessible than Heritage Green (1/2 acre)
- Suitable for concerts, festivals
- Flexible for informal use at other times (Frisbee™, picnics)

Recreation paths

DESIRED FEATURES ▶

- Multimodal paths for biking, jogging, walking that connect school, library, and parks
- Connections to sidewalks and designated biking streets
- Connections to Sandy Springs and Dunwoody MARTA stations
- Connection to Abernathy Greenway Park and other City parks

Outdoor dining along sidewalks



DESIRED FEATURES ▶

- In proximity to sidewalk and near or facing programmed public park/plaza spaces and civic facility
- Active storefronts block to block, with a critical mass of at least four block faces
- Convenient public parking
- Designed to take advantage of views (near and far)
- Shade trees
- Visibility and easy access

Public art

DESIRED FEATURES ▶

- Integration directly into public space elements: water features, seating, transit shelters, paving, etc.
- Engagement of local artists/community members in concept and production
- Integration throughout green space network

GREEN SPACE ACTIVITY ELEMENTS

Passive park area

DESIRED FEATURES ▶

- Walking paths
- Quiet sitting areas
- Significant tree canopy
- Gardens and/or natural vegetation
- Dual purpose stormwater ponds

Fitness stations

DESIRED FEATURES ▶

- Accessible by sidewalks, multiuse paths and streets
- Located within park areas
- Designed to encourage use by all ages
- Shade trees

Playgrounds

DESIRED FEATURES ▶

- Engaging play equipment ("playable art")
- A mix of sun and shade and seating for adults
- Accessible along safe sidewalks and paths
- Near retail and convenient public parking
- Candidate for inclusion in early phases of implementation

GREEN SPACE ACTIVITY ELEMENTS

Fountains/Water Features

DESIRED FEATURES ▶

- Accommodates play
- Continuing theme in multiple places
- Highlights topography where present
- Interpretive history of original springs
- White noise opportunity to mask traffic noise

Farmers market

DESIRED FEATURES ▶

- 1.5 acres to accommodate growth and associated arts events (1 acre today)
- Suitable surface for vehicle and heavy foot traffic
- Shaded areas

Game spaces

DESIRED FEATURES ▶

- Variety of activities appealing to a broad range of people
- Located near dining, retail and event spaces
- Located amidst residential neighborhood

Instructions: In the left columns, list all projects/actions identified in your LCI 5-Year Action Plan. Check the appropriate status box for each project. Provide details when necessary, including when a project has missed its deadline or has become irrelevant.
Revised June 14, 2012.

Transportation Initiatives

Project	Description	PE Year	Construction Year	STATUS: Complete	Underway	Not Started	Not	Notes
North Boylston Road Extension - Phase I	New Roadway		2003			X		Project is currently unfunded and has not started into design phase
Georgia Power Substation Pedestrian Connection	New Pedestrian Connection		2003			X		Project is currently unfunded and has not started into design phase
Transit Circulator Feasibility Study	Study		2003			X		~~Completed by Fulton County?~~ Study is unfunded.
North Hampton Drive Pedestrian Connection	New Pedestrian Connection		2003			X		Project is currently unfunded and has not started into design phase
Johnson Ferry Road Bikeway (Roswell Road to Glenridge)	New Bikeway		2003		X			Project is being analyzed as part of City's T-0011 Capital Improvement Project which is in the concept phase
Mount Vernon Hwy Bikeway (Heards Ferry to Roswell Road)	New Bikeway		2003			X		Project is currently unfunded and has not started into design phase
Mount Vernon Hwy Bikeway (Roswell Road to Glenridge Drive)	New Bikeway		2003			X		Project is currently unfunded and has not started into design phase.
Mount Vernon Hwy Bikeway (Glenridge Drive to Sandy Springs MARTA)	New Bikeway		2003			X		Project is currently unfunded and has not started into design phase
Sandy Springs Circle Bikeway (Johnson Ferry to Allen Road)	New Bikeway		2003		X			Project is being analyzed as part of City's Capital Improvement project T-0014/15
Abernathy Road Transit Corridor Design	Transit Design		2003		X			Abernathy Road is currently being widened with bike lanes from Johnson Ferry to Cherry Tree Lane by GDOT
Sandy Springs Circle Streetscape (Johnson Ferry to Allen Road)	Streetscape		2003		X			First phase of this project is in construction (Cliftwood to Hammond). Phase 2 and 3 are in scoping phase.
Post-Occupancy MARTA Station Study with Remedial Design and Construction	Study		2003			X		Project is currently unfunded
Wayfinding Signage System	Signage program		2003		X			City is pursing through signage capital program and in conjunction with Tourism Board
Parking, Transit and Walkability Study	Study		2003			X		Project is currently unfunded
Hammond Drive Transit Corridor Planning and Design	Transit Plan		2003		X			Project is currently in the concept design phase and is being incorporated into the City's Capital Improvement Project T-0024
North Boylston Road Extension - Phase II	New Roadway		2004			X		Project is currently unfunded and has not started into design phase
Park & Walk Surface Lots	New Parking Facility		2004			X		Project is currently unfunded and has not started into design phase
Transit Center / Park & Ride Lot Design	New Parking Facility		2004			X		Project is currently unfunded
Hilderbrand Road Extension	New Roadway		2004			X		Project is currently unfunded and has not started into design phase
Blue Stone Road Extension	New Roadway		2004			X		Project is currently unfunded and has not started into design phase
Glenridge Drive Bikeway (I-285 to Abernathy)	New Bikeway		2004			X		Project is currently unfunded and has not started into design phase
Construct three (3) 500-space "Park-and-Walk" Parking Decks	New Parking Facility		2004			X		Project is currently unfunded and has not started into design phase
Park & Ride Surface Lot (will also be used by proposed Transit Center)	New Parking Facility		2004			X		Project is currently unfunded and has not started into design phase
West Boylston Road	New Roadway		2005			X		Project is currently unfunded and has not started into design phase
Arlington Mem Park/Lake Forrest Dr. Bikeway(Stewart Dr to Mount Vernon)	New Bikeway		2005			X		Project is currently unfunded and has not started into design phase
Roswell Road Streetscape (Cromwell Road to Abernathy Road)	Streetscape		2005		X			Project is currently in right-of-way phase and is included in the project limits of the City's Capital Improvement project T-0012
Construct 1,000-space "Park-and-Walk" Parking Deck	New Parking Facility		2005			X		Project is currently unfunded and has not started into design phase
East Boylston Road	New Roadway		2006			X		Project is currently unfunded and has not started into design phase
Roswell Road Streetscape (Lake Placid Drive to Glenridge Drive)	Streetscape		2006		X			Project is currently included in the scope of the City's Capital Improvement project T-0019 phase 2

Project	Description	PE Year	Construction Year	Complete	Underway	Not Started	Not	Notes
Roswell Road Streetscape(I-285 to Lake Placid Drive)	Streetscape		2006		X			Project is currently included in the scope of the City's Capital Improvement project T-0019 phase 3. Portions were built with the Prado development.
Construct 500-space "Park-and-Walk" Parking Deck	New Parking Facility		2007			X		Project is currently unfunded and has not started into design phase
South Boylston Road Extension	New Roadway		2007			X		Project is currently unfunded and has not started into design phase
Mount Vernon Woods Multi-Use Trail (Mt. Vernon to Abernathy)	Multi-Use Trail		2008			X		Project is currently unfunded and has not started into design phase
Glenridge Forest/I-285 Multi-Use Trail (Glenridge to Allen Road Park)	Multi-Use Trail		2008			X		Project is currently unfunded and has not started into design phase
Johnson Ferry Road Streetscape (Sandy Springs Cr. to Roswell Rd.)	Streetscape		2001		X			Project is currently included in the scope of the City's Capital Improvement project T-0011
Johnson Ferry Road Streetscape (Sandy Springs Cr. to Abernathy Rd.)	Streetscape		2001	X				~~Project is currently in the construction phase. Expect to be completed by early 2011.~~ Completed July 2011.
Roswell Road Streetscape (Cliftwood Drive to I-285)	Streetscape		2002			X		Project is currently unfunded and has not started into design phase
Roswell Road Streetscape (I-285-Atlanta City Limit)	Streetscape		2002		X			See number 32 and 33 above. The first phase of the project is currently in the preliminary design phase.
Roswell Road Streetscape (Johnson Ferry to Hilderbrand Drive)	Streetscape		2003		X			Project is currently in right-of-way phase and is included in the project limits of the City's Capital Improvement project T-0012
River Valley Road Bikeway (Johnson Ferry to Riverside Drive)	New Bikeway		2003	X				Project was completed as City's Capital Improvement project T-0005
Roswell Road Streetscape (Hammond Drive to Cliftwood Drive)	Streetscape		2003		X			Project is in right-of-way phase and is included in the scope of the City's Capital Improvement project T-0008
Mt. Vernon Hwy sidewalks, Powers Ferry Rd-Roswell Rd	Streetscape		2003			X		Project is currently unfunded and has not started into design phase
Mount Vernon Hwy Streetscape(Heards Ferry to Sandy Springs MARTA)	Streetscape		2004			X		Project is currently unfunded and has not started into design phase
Heards Ferry Bikeway (Riverside Drive to Mount Vernon Hwy)	New Bikeway		2004			X		Project is currently unfunded and has not started into design phase
Heards Ferry Streetscape (Riverside Drive to Mount Vernon Hwy)	Streetscape		2004			X		Project is currently unfunded and has not started into design phase
River Valley Road Streetscape (Johnson Ferry to Riverside Drive)	Streetscape		2004	X				See number 43 above. Project was completed as City's Capital Improvement project T-0005
Spalding Drive Sidewalks, Roswell Rd-Peachtree-Dunwoody Rd	Streetscape		2004			X		Project is currently unfunded and has not started into design phase
Peachtree-Dunwoody Road CMAQ sidewalks	Streetscape		2004	X				Spalding to Abernathy Road is complete
Northridge sidewalks, Roswell Rd-GA 400	Streetscape		2004	X				~~The northern side of the road was completed by the City's Capital Sidewalk program. The southern side of the road gap fill project will be completed with MARTA funding and is in concept design phase.~~
Abernathy Rd/Sandy Springs Pkwy (Roswell to Johnson Ferry)	Road Widening, Bike Lanes, Sidewalks		2005		X			Project is under construction by GDOT
I-285/Roswell Road Interchange Improvements	Interchange Improvement		2005		X			~~Project is being designed under the City's Capital Improvement project T-0031. GDOT Let schedule is January 2011~~. Project under CST.
I-285/Riverside Dr interchange	Interchange Improvement		2005	X				~~Project is being designed under the City's intersection improvement program. The project is currently in concept development.~~ Short-term addition of traffic signal, south of interchange constructed Spring 2011.
Johnson Ferry Rd. upgrade, Abernathy Rd-Chat. River	Road Widening, Bike Lanes, Sidewalks		2005		X			Project is under construction by GDOT
Hammond Drive Widening (Boylston to Glenridge)	Road Widening, Bike Lanes, Sidewalks		2005		X			Project is being designed under the City's Capital Improvement project T-0024
Hammond Drive Streetscape (Roswell Road to Perimeter Center	Streetscape		2005		X			Project is being designed under the City's Capital Improvement project T-0024
Riverside Drive Bikeway (River Valley to Heards Ferry)	Road Widening, Bike Lanes, Sidewalks		2006			X		Project is currently unfunded and has not started into design phase

Project	Description	PE Year	Construction Year	Complete	Underway	Not Started	Not	Notes
Riverside Drive Streetscape (River Valley to Heards Ferry)	Streetscape		2006			X		Project is currently unfunded and has not started into design phase. A small section of this network is being constructed under the City's sidewalk improvement program.
New I-285 Interchange to Sandy Springs Circle Extension	Interchange Improvement		2006			X		~~Project is currently in the concept design phase in the City's Capital Improvement project T-0023.~~ Project on hold.
Hammond Drive Bikeway (Roswell Road to Sandy Springs MARTA)	New Bikeway		2008		X			Project is being designed under the City's Capital Improvement project T-0024
Abernathy Road Bikeway (Roswell Road to Sandy Springs MARTA)	New Bikeway		2010			X		Project is currently unfunded and has not started into design phase
Prepare space program and conceptual architectural plan for Community Center	Study		2001-2002	X				City has funded renovation of Heritage Bluestone
Land Acquisition Program for the Town Center	Land Acquisition		2001-2002	X				City has purchased 7 ac site inside study area
Revise the Sandy Springs Overlay Zoning Districts requirements	Overlay Standards		2001-2002	X				ONGOING
Update Fulton County Comprehensive Plan	Comprehensive Plan		2001-2002	X				Sandy Springs Comprehensive plan was adopted in 2006
Amend Fulton County Land Development Regulations	Land Development Ordinances		2001-2002	X				Sandy Springs adopted revised land development regulations in 2009
Complete implementation of Tax Allocation District	TAD		2001-2002				X	TAD was removed upon City's incorporation
Land Acquisition for Open Space	Land Acquisition		2003-2004		X			City's Greenprint study is complete and acquisitions are ongoing
Community Service Study for the South Sandy Springs area	Study		2002-2003	X				City completed an LCI study south of I-285 in 2008.
Develop Community Improvements District	CID		2003-2004	X				Perimeter Center Improvement Districts is in place. Downtown business owners are contemplating an Alliance or potential CID
Glenridge Corridor Study	Study		2005-2006			X		Project is currently unfunded

Housing Initiatives

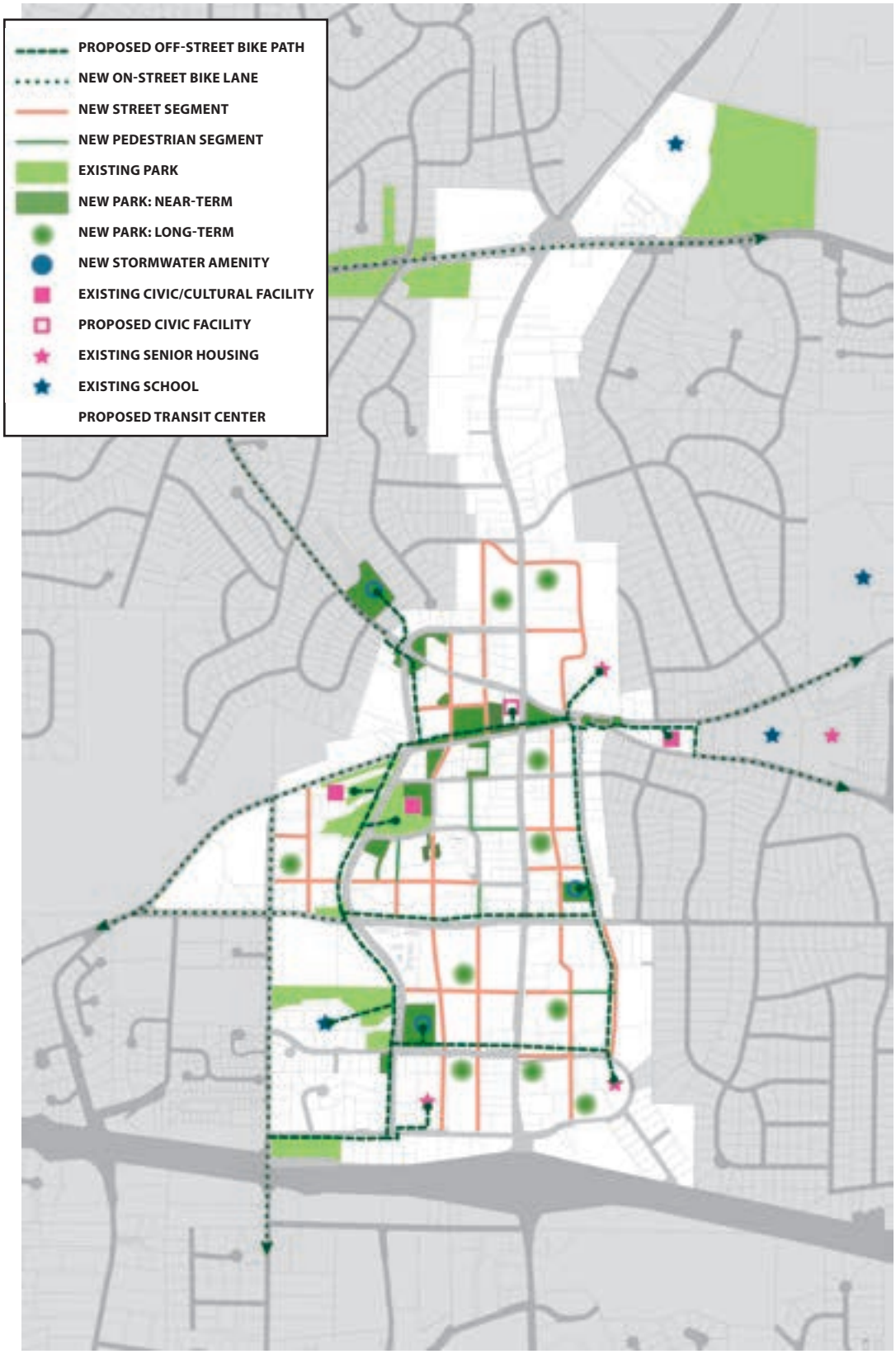
Project	Description	PE Year	Construction Year	STATUS: Complete	Underway	Not Started	Not Relevant	Notes
Establish a target "jobs to housing ratio" for the Sandy Springs Overlay Districts.	Overlay District	N/A			X			
Senior Housing Ordinance	Ordinance	N/A		X				Implemented/adopted in 2007

Other Local Initiatives

Project	Description	PE Year	Construction Year	STATUS: Complete	Underway	Not Started	Not Relevant	Notes
Abernathy Linear Park Ph 1	Land Acquisition	N/A		X				Acquired remaining parcels needed for linear park
Abernathy Linear Park Ph 2	Underground utilities/decorative pavers	N/A		X				Relocated aerial utilities and paid for overlay standard brick paver bands in sidewalks being constructed by GDOT
Abernathy Linear Park Ph 3	Grading/water quality/perimeter fencing/plantings	N/A			X			Project is being let in September 2010
Abernathy Linear Park Ph 4	Pedestrian elements	N/A			X			Project is partially funded by TE Grant and is in final plan stage
Abernathy Linear Park Ph 5	Linear park elements	N/A			X			Project will design and construct additional hardscapes
Heritage Bluestone Renovations	Improvements to existing community center	N/A		X				~~Project will renovate and build a meeting space inside of existing park and greenspace located inside of study area~~. Project completed.
Roswell Road LCI Study	Study	N/A		X				LCI study completed in 2008 for area south of I-285

Project	Description	PE Year	Construction Year	Complete	Underway	Not Started	Not	Notes
Purchase of former Target site	Land Acquisition	N/A		X				City purchased 7 acre site inside of study area. Currently, a farmer's market is being hosted on the site during weekends
Hammond Park Improvements	Park renovations/improvements	N/A		X				HVAC/upgraded gymnastics facility, playgrounds, and constructed artificial turf field
Allen Park Improvements	Park renovations/improvements	N/A		X				Artificial turf mini-soccer field and sidewalk improvements

Exhibit 30: Lifelong Communities Infrastructure



Transportation projects

Project	Details	Engineering year	Engineering costs	ROW year	ROW costs*	Construction year	Construction costs	Total project cost	Coordinated project group	Initiator	CoSS #	ARC #	GDOT #	TYPE
New transportation projects														
Mt Vernon multimodal improvements	Streetscape and off-street multi-use path between Sandy Springs Circle and the Sandy Springs branch of the Atlanta-Fulton County Library; substation screen (public art and plantings)	2013	$ 62,240	n/a	$ -	2014	$ 560,160	$ 622,400	A	City project	TMP 13 (in part			Bike/ped
Transit circulator study	Connecting City Center to MARTA rail (at least Sandy Springs and Dunwoody stations), Perimeter Center area, and Medical Center area	n/a	n/a	n/a	n/a	2013	n/a	$ 300,000	F	City project	TMP C4			Study
Bluestone extension	Mt Vernon to Hilderbrand	2013	$ 65,700	n/a	$ -	2014	$ 591,300	$ 657,000	G	Developer partnership				New street
Sandy Springs Circle multi-modal improvements	Road diet between Mt Vernon Hwy and Cliftwood; off-street multi-use path between Johnson Ferry and Allen Rd (with connection to Lake Forest Elementary School and Allen Park)	2010	$ 250,000	2012	TBD	2014	$ 2,211,429	$ 2,457,143	C	City project	T-0014 & T-0015	FN-275	10385	Bike/ped
Crosswalks at bus stops	Add pedestrian corssing signals where missing	2013	$ 150,000	n/a	$ -	2014	$ 1,350,000	$ 1,500,000	B	City project	TMP F6			Bike/ped
Hilderbrand streetscape	Roswell Rd to Sandy Springs Circle	2013	$ 24,000	n/a	$ -	2014	$ 216,000	$ 240,000	n/a	City project				Bike/ped
Bluestone streetscape	Hilderbrand to Sandy Springs Pl	2013	$ 9,400	n/a	$ -	2014	$ 84,600	$ 94,000	G	City project				Bike/ped
Public parking structure implementation	500 public spaces distributed across public/private garages at City Green, City Walk, and/or Blue Stone/Hilderbrand	2015	$ 1,000,000	n/a	$ -	2016	$ 9,000,000	$ 10,000,000	E	Developer partnership	TMP C19			Civic/identity
Roswell Rd access management study	Confirm strategy to relocate Roswell Road parcels' auto access to side streets	n/a	n/a	n/a	n/a	2014	n/a	$ 300,000	B	City project				Study
Roswell Rd streetscape	Johnson Ferry to Mt Vernon	2013	$ 7,600	n/a	$ -	2014	$ 68,400	$ 76,000	B	City project	TMP C5 (in part)			Bike/ped
Transit circulator vehicle acquisition	5 vehicles	n/a	n/a	n/a	n/a	2016	n/a	$ 2,500,000	F					Transit
Transportation Projects in progress and/or retained from previous LCI update														
Abernathy Road widening	T-3 on previous action plan	2002	$ 1,500,000	2006	$ 30,000,000	2012	$ 9,000,000	$ 40,500,000	n/a	City project	T-0001	FN-023 (E6)	751300/ 751310	Capacity
Roswell Rd streetscape (Cliftwood to Hammond)	T-4 on previous action plan	2009	$ 250,000	2011	$ 800,000	2012	$ 1,000,000	$ 2,050,000	B	City project	T-0008	FN-260	2310	Bike/ped
Johnson Ferry/Sandy Springs Circle intersection improvement	T-5 on previous action plan	2009	$ 200,000	2011	$ 200,000	2012	$ 800,000	$ 1,200,000	C	City project	T-0010	FN_230	6911	Intersection
Johnson Ferry/Mt Vernon intersection improvement	T-6 on previous action plan	2007	$ 1,400,000	2010	$ 700,000	2014	$ 4,000,000	$ 6,100,000	A	City project				Intersection
Roswell Rd from Johnson Ferry to Abernathy	T-7 on previous action plan	2009	$ 100,000	2011	$ 2,600,000	2012	$ 1,000,000	$ 3,700,000	B	City project	T-0012	FN-AR-BP104	6728	Bike/ped
Roswell Rd ATMS	T-8 on previous action plan	2009	$ 525,000	n/a	n/a	2011	$ 2,500,000	$ 3,025,000	B	City project	T-0013	FN-199 (E6)	6727	ITS
Hammond Drive widening	T-10 on previous action plan	2010	$ 350,000	long term	TBD	long term	$ 40,000,000	$ 40,350,000	n/a	City project	T-0024	FN-267	9981	Capacity
								$ 109,801,000						

Other local initiatives

Civic facility	Public cultural center/theater, and city offices	2013	$ 4,000,000	n/a	$ -	2014	$ 36,000,000	$ 40,000,000	D	City project or Developer partnership				Civic/identity
City Green	3 acres	2013	$ 1,200,000	n/a	$ -	2014	$ 10,800,000	$ 12,000,000	D	City project or Developer partnership				Civic/identity
Triangle Green	1 acre at Roswell Rd/Johnson Ferry Rd/Mt Vernon Hwy	2013	$ 400,000	n/a	$ -	2014	$ 3,600,000	$ 4,000,000	A	City project				Civic/identity
Gateway signage	2 primary gateways on Roswell Rd, 2 secondary each on Mt Vernon, Johnson Ferry, and Hammond; 2-3 medians on Roswell Rd (up to 500 feet total)	2013	$ 100,000	n/a	$ -	2014	$ 900,000	$ 1,000,000	B	City project				Civic/identity
Development code update	Code update emphasizing form-based, as-of-right development code approach focused on walkable, mixed-use development	n/a	n/a	n/a	n/a	2013	n/a	$ 75,000	n/a	City project				Regulatory
Public parking program and business plan study	x	n/a	n/a	n/a	n/a	2013	n/a	$ 100,000	E	City project				Study
Strategic land acquisition	Acquisition of key parcels for redevelopment	n/a	n/a	TBD	$ -	n/a	n/a	TBD		City project				Civic/identity
Parks/green space amenities	WiFi and security camera expansion	n/a	n/a	n/a	n/a	TBD	TBD	TBD		City project				Civic/identity
Stormwater detention facility/park design	Boylston Dr north of Hammond Dr	TBD	TBD	TBD	$ -	TBD	$ 4,000,000	$ 4,000,000		City project				Civic/identity
Stormwater detention facility/park design	near Johnson Ferry and Sandy Springs Cir	TBD	TBD	TBD	$ -	TBD	$ 4,000,000	$ 4,000,000		City project				Civic/identity
Stormwater detention facility/park design	near Sandy Springs Cir and Cliftwood Dr	TBD	TBD	TBD	$ -	TBD	$ 4,000,000	$ 4,000,000		City project				Civic/identity
Screen Georgia Power parcel on Mt. Vernon Hwy	Improve aesthetic appearance of power substation between Mt. Vernon and Hilderbrand	TBD	TBD	n/a	n/a	TBD	TBD	TBD		City project				Civic/identity
Underground power study and implementation		n/a	n/a	n/a	n/a	n/a	n/a	TBD		City project				Study
Pedestrian trail	from Mt Vernon Hwy to Sandy Springs Pl, adjacent to Georgia Power parcel and Bluestone Lofts	TBD	TBD	TBD	$ -	TBD	$ 140,000	$ 140,000		City project				Bike/Ped
Bike/trail study		n/a	n/a	n/a	n/a	2013	n/a	$ 80,000		City project				Bike/Ped
Abernathy Greenway	Construction underway	n/a	n/a	n/a	n/a	2011	TBD	TBD		City project				Civic/identity
Mast arms	Johnson Ferry at Abernathy	TBD	TBD	n/a	n/a	TBD	TBD	TBD		City project				Intersection
Local paving for re-striping		TBD	TBD	n/a	n/a	TBD	TBD	TBD		City project				Capacity
ATMS Phase II	Roswell Road	TBD	TBD	n/a	n/a	TBD	TBD	TBD		City project				ITS
Intersection improvements	Cliftwood Dr/Carpenter Dr at Roswell Rd	TBD	TBD	TBD	$ -	TBD	$ 487,500	$ 487,500		City project				Intersection
Signage and street furniture		TBD	TBD	n/a	n/a	TBD	TBD	TBD		City project				Civic/identity
MARTA bus shelter program		TBD	TBD	n/a	n/a	TBD	TBD	TBD		City project				Civic/identity