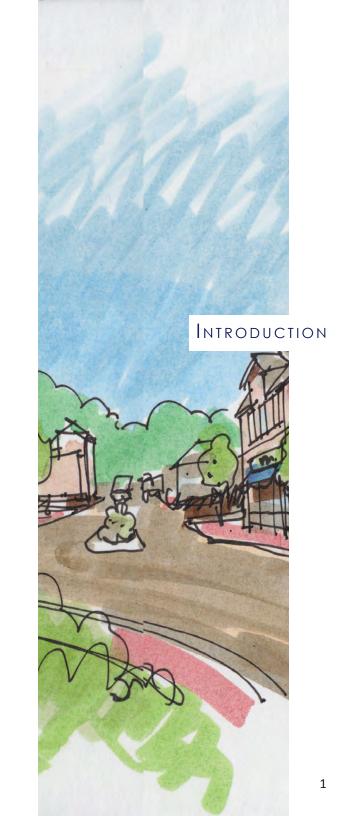




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THE DESIGN ASSISTANCE PROGRAM

With nearly 300 state and local chapters and over 70,000 members, the American Institute of Architects serves as the voice of the architecture profession and the resource for its members in service to society. The AIA has a 44-year history of public service work. Through the Center for Communities by Design, the AIA has engaged over 500 professionals from more than 30 disciplines, ultimately providing millions of dollars in professional pro bono services to more than 180 communities across the country, and engaging thousands of participants in community-driven planning processes. Its projects have led to some of the most recognizable places in America, such as the Embarcadero in San Francisco and the Santa Fe Railyard Redevelopment. In 2010, the AIA received the 'Organization of the Year' Award from the International Association for Public Participation (IAP2), recognizing its program impact on communities and contributions to the field.





- Regional and Urban Design Assistance Teams (R/UDAT): Created in 1967, the AIA's R/UDAT program pioneered the modern charrette process by combining multi-disciplinary teams in dynamic, multi-day grassroots processes to produce community visions, action plans and recommendations.
- Sustainable Design Assessment Teams (SDAT): In 2005, in response to growing interest and concern about local sustainability planning, the AIA launched a companion program to the R/UDAT that allowed it to make a major institutional investment in public service work to assist communities in developing policy frameworks and long term sustainability plans. During the first 6 years of the SDAT program, the Center for Communities by Design has worked with over 50 towns, cities and regions.



The Center's Design Assistance Team programs operate with three guiding principles:

- Multi-disciplinary Expertise. Each project is designed as a customized approach to community assistance that incorporates local realities and the unique challenges and assets of each community. As a result, each design assistance team includes a multi-disciplinary focus and a systems approach to assessment and recommendations, incorporating and examining crosscutting topics and relationships between issues. In order to accomplish this task, the Center forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- Enhanced Objectivity. The goal of the design assistance team program is to provide communities with a framework for action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that is outside of the normal politics of public discussion. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to provide an independent analysis and unencumbered technical advice that serves the public interest.
- Public Participation. The AIA has a four-decade tradition of designing community-driven processes that incorporate substantial public input through a multi-faceted format that includes public workshops, small group sessions, stakeholder interviews, formal meetings and presentations. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations.

THE DEKALB COUNTY SDAT PROCESS

In November 2010, DeKalb County officials submitted an application to the American Institute of Architects for a Sustainable Design Assessment Team (SDAT) project. As the County's application stated:

"The objective of this project is to strengthen the functionality and 'sense of place' of the Moreland Bouldercrest Cedar Grove Community. We anticipate that this project will accelerate the community's current momentum toward revitalization.



The project will significantly improve mobility in the community by promoting alternative modes of transportation and design elements for targeted mixed use areas."

The application was accepted in December, and in April 2011, an initial visit to DeKalb County was conducted to determine the project scope and identify the expertise

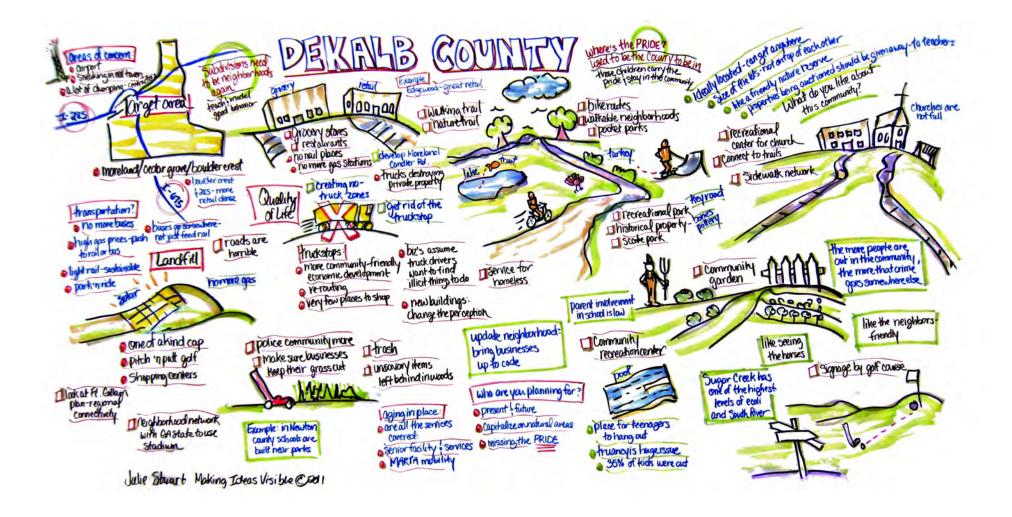
needed for the project. In June 2011, a seven-member SDAT team conducted a three-day charrette with the community to assess current conditions, listen to resident input, analyze constraints and opportunities, and form a series of key recommendations for the County moving forward. The charrette process included tours of the project area, targeted meetings with county staff and stakeholders, a public workshop, and studio design sessions. At the conclusion of the charrette, the team presented its recommendations at a community meeting.

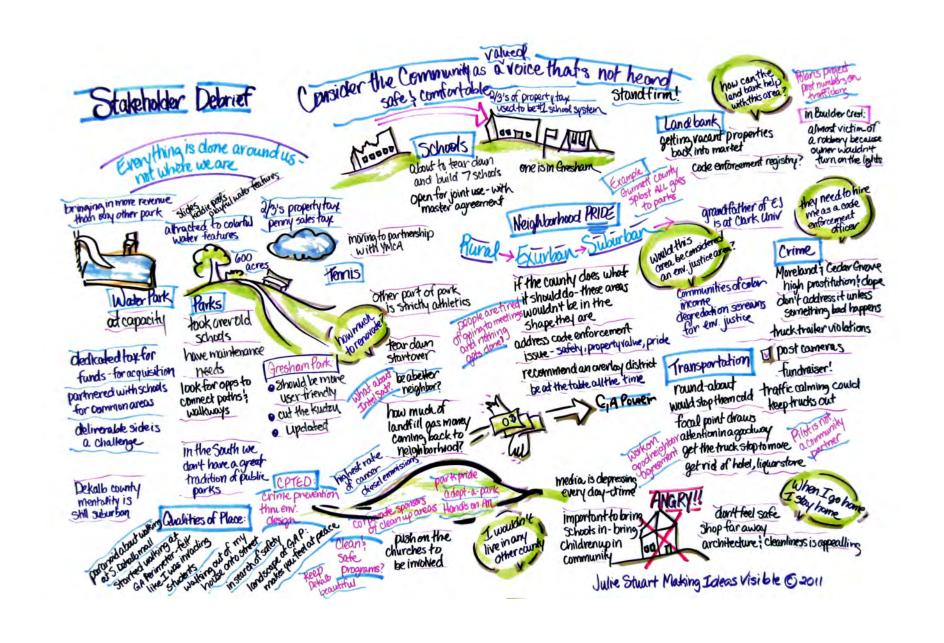
The following report contains a narrative summary of the team's findings, with particular emphasis in the following areas:

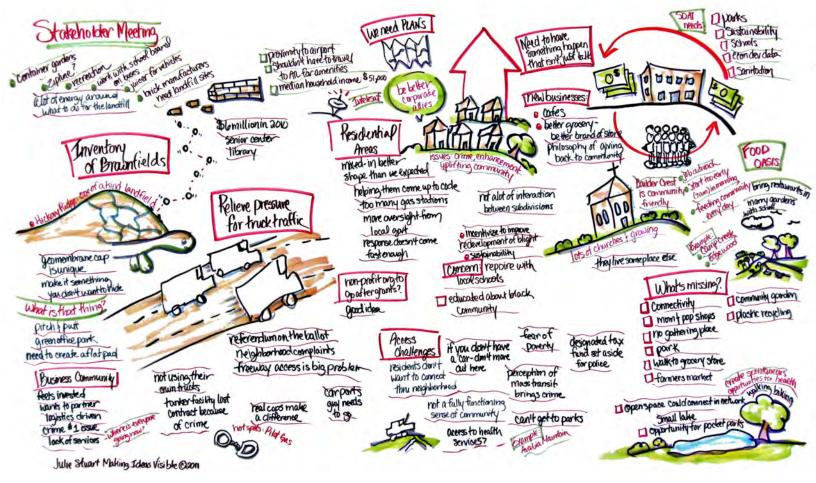
- Key Principles of sustainability for DeKalb County
- Master Planning and Urban Design Suggestions to enhance livability
- Transportation recommendations focused on enhancing multi-modalism and mitigating current transportation issues in the area
- A Market Analysis of the area
- $\bullet \, \text{Suggestions} \, \text{regarding} \, \text{Environmental Justice} \, \text{issues} \, \text{and} \, \text{neighborhood} \, \text{collaboration} \,$
- Recommendations regarding area land fills and their future redevelopment





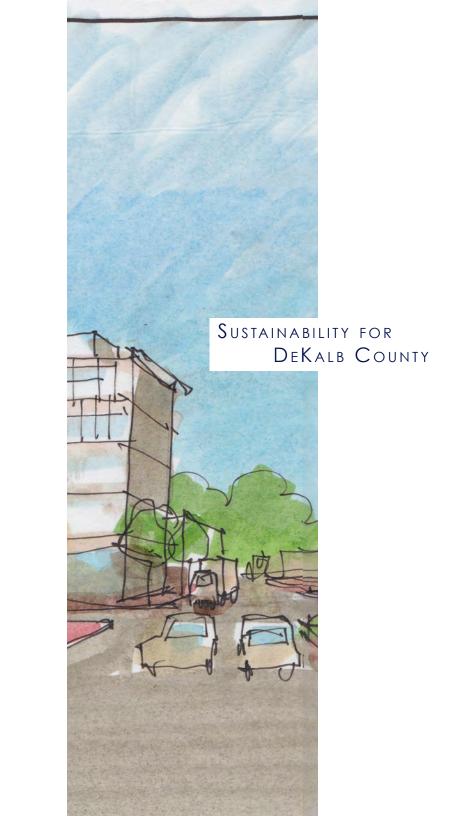












'SOCIAL' SUSTAINABILITY

The concept of sustainability has changed. Whether you believe in the approaches of the US Green Building Council, the Congress on New Urbanism, or espouse the principals of smart growth as presented by Smart Growth America; each entity understands and believes in the "social" importance of sustainability. Sustainable communities need more than just green buildings and infrastructure; they need sustainable neighborhoods. Sustainable communities should embody the concept of the triple bottom line – often referred to as the combination of "people/planet/profit." However, green development often only considers two of the three elements, and largely designs just for financial and economic benefit. Sadly, the third element - "people" - is considered; but primarily only from the standpoint of how humans interact with the built environment. There is a much deeper consideration to address as we focus on the "people" leg of the triple bottom line stool. Sustainable design should be rooted in the betterment of humans (physically, mentally, and emotionally). Done holistically, green design can help build community and a sense of pride at the same time as it builds a healthier ecosystem. Sustainable or green design should be intended to produce the greatest possible social good. Good design should not only consider the physical surroundings, but also the social and political landscape as well.

The proposed Sustainability Plan for the County promotes a vision of Dekalb County as the "Greenest County in the Nation." The team found this ideal to be a noble goal, but recommends that the County consider what that means in practical terms regarding the actions necessary to achieve such a vision. It is an ambitious idea, and one that will require substantial change. For instance, the team observed that some of the development approaches currently pursued in DeKalb County and the SDAT study area are in direct contradiction to a major premise of sustainable communities - the idea of walkability.

Currently, much of the housing and development within the study area exhibits characteristics of suburban sprawl, lacking connectivity. The area's neighborhoods are most often separated from each other as neither street, bike paths, nor sidewalks tend to connect. Communities within clear view of one another cannot be accessed easily by car, bike, or foot. As a result, the area neighborhoods represent insulated communities with little or no interaction or socialization with individuals directly outside of their subdivision or cul-de-sac. As a result, a sense of community is often lost as larger areas are broken down into multiple neighborhoods with little or no sense of collective community or civic pride.



Typical Suburban Sprawl Pattern

If the goal is for "DeKalb County to thrive and prosper, (you) must ensure that (you) have complete communities that meet the livability and mobility needs of all DeKalb County residents. Through sustainable land use and transportation policies, DeKalb County can create a balance of environmental preservation, commerce, mobility, and livability." The preceding statement was taken directly from the County's proposed Sustainability Plan. The plan goes on to state:

- Land use and transportation are extremely important to overall sustainability.
- To achieve real sustainability, we must build better cities and provide mobility choices that are easy and efficient.
- Create and maintain efficient infrastructure, ensure close-knit neighborhoods, a sense of community, and preserve natural systems.

To achieve the goals espoused by the County, the predominant development approach in the area will need to change. These changes do not necessarily mean a huge increase in density, but an increase in density may likely be one by-product of change. Existing development patterns will need to be studied to determine how to generate better connectivity between neighborhoods, and how to ensure more connectivity throughout the study area and County as a whole.

Smart Growth communities, or "complete communities", are compact, appropriately mixed-use, and often transit-oriented where pedestrians feel at home. By contrast, areas with heavy car dependency have an increased need for parking spaces, which ultimately equates to less efficient land use. In DeKalb County, by way of example, approximately 70 percent of working residents drive, and of that 70 percent, 50.4 percent have a commute which is over 30 minutes each way per work day.

Lastly, the growing senior population in DeKalb County faces many mobility challenges in car-oriented developments, particularly when they are forced to give up driving. In fact, the concept of aging in place has gained a lot of interest and momentum across the country recently. As we age in place, the amount of time it takes to cross the street increases dramatically (it should be noted that many of the issues facing the senior population are also challenges faced by young children). These demographic shifts will require new thinking and adaptation in how neighborhoods are developed.

The social aspect of sustainability should come into play as you consider the redevelopment of existing neighborhoods and the creation of new ones. Some of the questions the County may wish to consider as it moves forward include the following:

- Will you have diverse communities? (diverse in race, religion, age, economic status, sexual orientation, etc.)
- How will you incorporate public institutions such as schools and parks into the community?
- Will you allow for commercial and office opportunities?
- How will you incorporate and interact with religious organizations?
- How will the collective "you" the community, interact with the police and have a unified voice in local and state government?

As DeKalb County determines what sustainability means for its residents, it will need to consider an appropriate Design Approach and Principles that express this sentiment. For example, will the County:

- Have building designs that emphasize human-scale?
 - o Will you incorporate civic spaces?
 - o Will you incorporate public space?
 - o Will you add recreational space?
- Design compact, walkable neighborhoods? (as people tend to drive 20-40 percent less in such development)
 - o In close proximity to existing developments?
 - o In close proximity to goods and services?
 - o In close proximity to, or utilizing existing infrastructure?
- Have highly connected street networks?
 - o With wide and ample sidewalks?
 - o With friendly and efficient lighting to increase the feelings of safety and security at night?
- Develop mixed-use urban form buildings?
- Have development in close proximity to local jobs and services?
- Allow for a range of housing to serve diverse populations?
- Consider regional planning?
 - o Engage in large scale redevelopment approaches and principles that will benefit not only the County, but the broader area as a whole?
- Ensure a sufficient development density that will maximize Smart Growth/ sustainable principles?

Communities which are developed using the above mentioned approaches have been shown to realize the following benefits:

• Healthier and Safer Communities (which equal happier citizens)

o Research has shown that living in mixed-use environments within walking distance of shops and services results in increased walking and biking, which can improve cardiovascular and respiratory health and reduce the risk of hypertension and obesity. Neighborhoods with decreased car use can also help combat toxic air pollution which can cause asthma and other respiratory illnesses.

o Inviting streets, neighborhood shops and restaurants, and public spaces foster a sense of community pride, while inviting casual interaction among neighbors.

o An improved sense of community, greater levels of civic engagement, and more "eyes on the street," can lead to a decrease in crime.

o Fewer mobility concerns can improve safety for seniors and younger children, leading to more vibrant public places and family-friendly communities.

• A Cleaner Environment

o Responsible neighborhood developments can have numerous benefits for the environment. Building compactly and focusing development in existing areas can help conserve water and other natural resources, protect habitat from fragmentation, keep air clean, and support local agriculture.

o Communities that take advantage of their existing natural amenities and opportunities for redevelopment can realize a healthier and cleaner environment for everyone.

A More Robust Economy

o Providing a mix of uses near housing can increase foot traffic to local businesses.

o Pedestrian shoppers linger longer on inviting, slow speed streets, and storefronts opening on to the sidewalk are more inviting to passersby. o Rising demand for housing and commercial space in highly walkable or transit-accessible areas can also result in higher tenancy rates and higher retention of property values, even in tough economic times. [note: See "How Walkability Raises Home Values in U.S. Cities" by Joe Cortright, CEOs for Cities and Planetizen article "Capturing the Value of Transit" for more information]







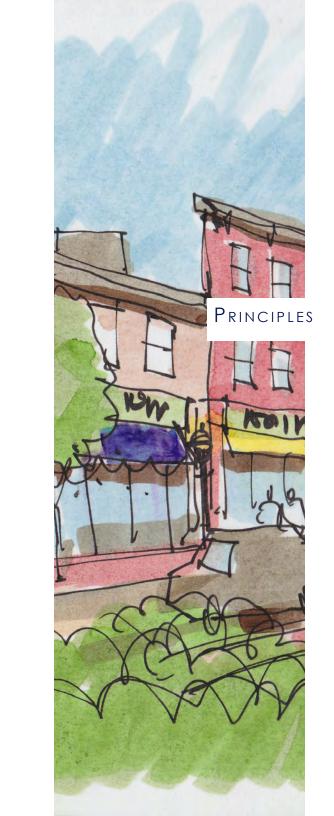
• Increased Community Pride

o As DeKalb County continues to define "what sustainability means to the County," and it moves forward toward that goal, it will:

- Develop a renewed sense of pride and community.
- Feelings of fear and dismay will begin to dissipate.
- Relationships between constituents and public officials and services will continue to strengthen.
- Public and private partnerships will continue to grow and strengthen.
- The community's ability to "leverage" its power will increase.

DeKalb County has the potential to become the "Greenest County in the Nation." The challenge and opportunity is determining what that means to you as a community: as constituents, employees, or politicians. While there are several challenges which must be addressed to achieve that goal, the beginnings of a successful process are already in place. If you choose to develop sustainably, you will be doing yourselves, your community, and your environment a huge service.





TAPPING OUR NATURAL CAPITAL A STRATEGY FOR ACHIEVING MORE SUSTAINABLE COMMUNITY DEVELOPMENT

Given the many obstacles to achieving sustainable community development, it is essential to establish guiding principles that integrate the social, economic, and ecological aspects of the Bouldercrest/Cedar Grove community into the larger DeKalb County region in a balanced and holistic way. This will steer the planning and construction of more humanly scaled neighborhoods characterized by mixed land uses that encourage alternative forms of transportation such as mass transit, walking, and bicycling. Other elements must include an emphasis on a wide variety of housing types to meet the needs of a diverse and aging population, the preservation of agricultural land and open spaces, and the construction of public spaces as an essential feature of community life.

Above all, understanding the qualities of nature in all its forms, expressing it in the redesign of the community, integrating it within and throughout the community and respecting its balance will be critical to making this a human place - sustainable and nourishing for now and future generations.

Comprehensive thinking can be advanced in the existing community, where established land use patterns and infrastructure would normally limit the perceptions of opportunity and aspiration. Adopting a comprehensive set of goals will contribute to sustainability, though it will likely require an incremental approach to implement that is linked to and reflective of the larger vision.

And while incrementalism is likely to be a hallmark of all efforts to implement a more sustainable community for the Southwest DeKalb County area, there are a few sweeping measures that exist for achieving sustainability in a short time span, - namely open space preservation, infrastructure investment and central place making.

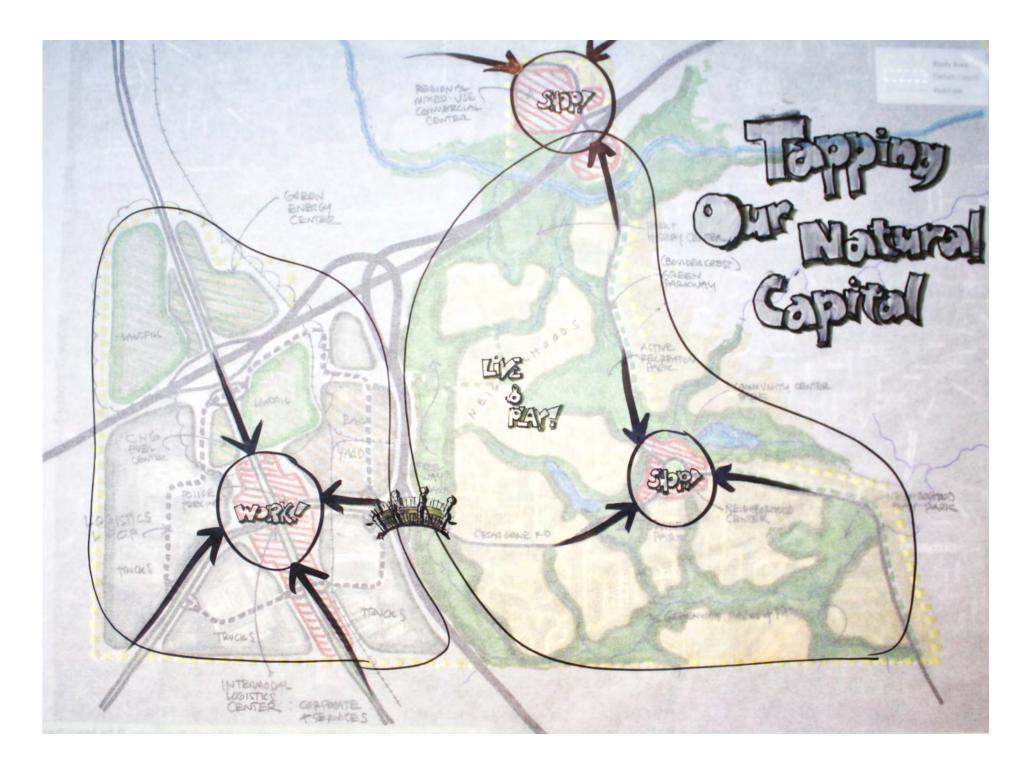
Practically speaking and simply stated, targeted actions will contribute to sustainable community development for the area. This requires adopting an entrepreneurial mindset that highlights several important elements of sustainable community development.

- First, take steps to *revive* aging industries.
- Second, in the process of searching for ways to reduce pollution, *restore* the natural and built environment, setting standards for all to follow.
- Third, create new economic engines that *reconnect* to the regional economy.
- Fourth, *reposition* development decisions to serve the needs and peculiarities of this unique place.
- Finally, and most importantly, make environmental, economic and equity goals *reflect* the values of local people acting together and finding common ground between individual interests and the interest of the community.

Sustainable community development for Southwest DeKalb County will require new practices of cooperation. These practices depend on a strong community and the social capital which emerges as relationships are forged across otherwise competing interest lines. Without communicative bonds and linkages among special interests, the kind of long term collective action necessary to achieve a more sustainable community is unlikely to occur; narrow economic interests will continue dominating the local politics, and measures taken under the rubric of sustainable community development will arguably be little more than symbolic concessions aimed at placating frustrated and disgruntled residents.

To avoid pitfalls, any guiding principles must be coupled with efforts to build a sustainable community infrastructure. Definitions of sustainable community development leave the concept of community infrastructure largely untapped. Instead, definitions tend to emphasize the overall characteristics of the physical community. Focusing on the communication linkages is a prerequisite to the kinds of collective actions and political relationships necessary to develop a more environmentally sustainable community in a place largely neglected or abandoned by most active leaders.

This leads us to recommend a set of guiding principles that reflect a much broader mindset than that described by most proponents of sustainable community development. It emphasizes intervention strategies and measures that represent the three aspects of sustainable community development (Ecology, Economy and Equity), with an explicit policy emphasis on actions that build the community out through broad-based social community and commitment.



ECOLOGY

Protect Natural Resources

Protect and manage wildlife, forests and ecological systems by connecting natural areas, making for better environments, and increasing the variety of plants to grow and wildlife to access water and food. Natural resources provide many environmental benefits to improving air quality by preserving and enriching the flora that produces oxygen and reducing noise and thermal pollution.

Improve Air and Water Quality

Protect water resources in the community to buffer for non-point sources of pollution. Providing a vegetated buffer between surface water resources and development can help curb this problem, while at the same time provide recreational and other amenities in the community. Greenways, gardens, parks and pathways also provide recharge areas for groundwater aquifers, critical to our drinking water supplies, especially in times of drought.

Conserve Scenic Resources

Build upon the existing scenic natural quality to increase the beauty that defines the pride of place and improves the quality of life for all residents. Make open space a distinguishing feature that draws people to the area. The scenic natural quality of the community is being lost to new development. For many residents, this beauty attracted them to the area, defines their pride of place and contributes to their quality of life. For visitors, scenic quality is a distinguishing feature that determines their attraction. A comprehensive greenway, garden, parks and pathway program can help residents protect, promote and enjoy the neighborhoods they live in, while enriching the outstanding scenic resources.

EQUITY

Protect Rural Legacy

Maintain and improve important places that characterize the community's rural past through vibrant centers, paths and edges. Ensure appropriate preservation, allowing for economic uses, recreational facilities, shaping development patterns and generating opportunities for social health and well-being. Open space is a key solution to maintaining the bucolic character - capturing the best elements of the community's rural nature. This promotes environmental preservation and education, provides recreational facilities, shapes development and generates opportunities for economic vitality.

Conserve Historic and Cultural Resources

Provide the opportunity for all to experience history in nature. Preserve and exhibit the past by giving the public access to historic features while at the same time, providing unique interpretive opportunities that protect and preserve the resources. Combining historic features can provide for the opportunity to blend the experience of history with the outdoors. They are not only a tool to preserve and exhibit our past, they give the public access to historic features while at the same time providing unique educational opportunities for future generations.

Fostering Public Health, Safety and Fitness

Provide active and passive recreation opportunities for individuals of all ages and abilities. Make active living a core component of health and wellness. Provide quality open space that is well maintained and highly visible, within walking distance of all residents. Make accessible, attractive, and low or no cost options to bike, walk, run or hike to the most popular and important places – live, work, shop and play. Improve mobility and an active lifestyle - especially in an era of increasing obesity rates and an aging population. Make them well maintained and highly visible so that residents and visitors are comfortable. They will provide convenient, safe and spontaneous opportunities to engage with the outdoors. Connect them more fully to their community and increase their presence in the public domain. They must also provide transportation options and alternatives to automobile dependence, as well as a chance to be more physically fit.

Creating Educational Opportunities

Bring people into direct contact with nature, offering opportunities to learn from and treasure cultural and historic places. Build a nurturing sense of common ownership and support by linking up with schools and other civic and community institutions. These institutions can educate the public through way-finding, signage activities and brochures that inform people about what makes the community special. They can help train citizens in how to care for and protect the area's most valued assets, and lend insights into the inherent health benefits that come from natural capital. A diverse network of interconnected greenways, gardens, parks and pathways can bring people into direct contact with the natural environment, offer the opportunity to glean healthy food and foliage, and treasure cultural and historic places. Many greenways, gardens, parks and pathways with easy access and proximity to where we live and work build a nurturing sense of common ownership and support.

ECONOMY

Promoting Sound Land Use and Development

Acknowledge that the quality of life and character of the community is under pressure from suburban sprawl and unplanned development. Guide public and private sector decisions so that as the community grows, the vision defines its future. Treat transportation and aging or deteriorating land actions as a path to "green" the existing community. Many residents acknowledge that a significant opportunity exists to guide land use to help ensure that redevelopment can also help to "green" brownfield industrial and deteriorating urban properties to the north and west.

Enhancing Mobility

Make new connections to places that would otherwise not be reached easily. Create alternative means to travel between cherished places – residential, work and shopping centers. Reduce truck traffic and congestion risk. Harmonize the various modes of transportation and interweave the interaction of pedestrians and automobiles in a more 'complete street' setting. Links and connections in places that would otherwise be reached only through automobile use can create a sophisticated transportation system that reduces traffic congestion and encourages people to use alternative means of transportation like walking, bicycling and running.

Building Partnerships

Value the sense of place in the community to attract many stakeholders and benefactors. Form broad-based partnerships of civic groups, planners, community leaders, educators, business owners and others. Establish formal agreements that capture financial resources and build "community capital" and consensus for more local investment. Think of sense of place in the community and region as a business decision. We know great places attract the best resources and investments. The planning and development of great places naturally leads to the formation of broad-based partnerships, bringing together diverse interests and groups. This partnership approach not only provides resources but also builds momentum for more investment.







Increasing Prosperity

Commit public policy, planning and implementation dollars to attract high value sustainable development generated by the rapidly growing industries. Shift the economic climate to reposition depressed or declining market sectors so that quality industrial jobs are protected and increased, new technology sectors are embraced and advanced, and high quality living is afforded. Communities, residents and businesses all benefit from the signature value sustainable development contributes through increased property values for development and retail dollars generated by the rapidly growing recreation lifestyle industry.

Recreation lifestyle related spending is stimulated around healthy natural settings that capitalize on environmental resources with health, fitness and other recreational benefits in mind. In recent years, recreation lifestyle has become a growing industry and in a shifting economic climate offers alternatives to other depressed or declining development market sectors. As popularity for the recreation lifestyle sector expands, it can bring greater opportunity and prosperity to businesses and residents throughout the community and region.

Quality Benefits:

<u>Value Added:</u> Sustainable community development can create improved real estate values and therefore higher tax revenue throughout a community.

<u>Costs Avoided:</u> Sustainable community development can reduce costs associated with land development and keep people and businesses out of high risk circumstances.

<u>Opportunities Created:</u> Sustainable community development has been proven to spur economic development in numerous American communities.

Value Added:

- o Studies by the National Homebuilders Association show that residential properties in sustainable communities realize a 10 to 20% gain in value the more they are a part of it.
- o Residential lots in sustainable communities are often the fastest to sell and sell for a premium over unsustainable settings.
- o Recreation needs assessments across the country show that well sited and tended greenways, gardens, parks and pathways are consistently the most used recreation facility by residents.
- o Chattanooga, Tennessee used their community wide sustainable community development efforts to attract more than \$1 billion in private sector investment.

Costs Avoided:

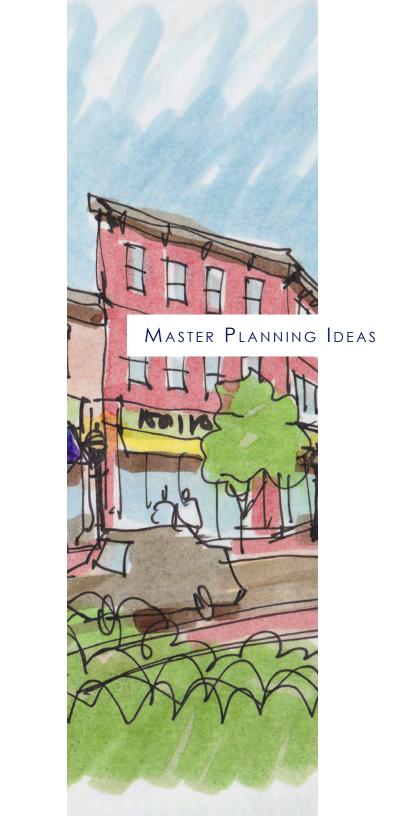
- o Sustainable communities have been shown to save money by reducing exposure to high risk natural disasters.
- o Sustainable communities promote low cost personal health management by improving access to outdoor resources close to where people live and work.
- o Sustainable communities reduce the cost of land development through more organized, integrated and efficient green infrastructure planning and development.
- o As DeKalb County's population grows and changes, residents and political leaders need to think about the management of these resources in economic terms to avoid future community costs.

New Revenues:

- o Sustainable communities attract business and industry more rapidly, with longer lasting commitments and at higher values, making these truly "green" communities more competitive in the marketplace.
- o Sustainable communities serve a wider range of the population than most communities which depend on outside, remote providers to meet the needs of their population at a higher cost and lower quality.
- o Sustainable communities create direct and indirect revenue sources from local economic development and business creation.







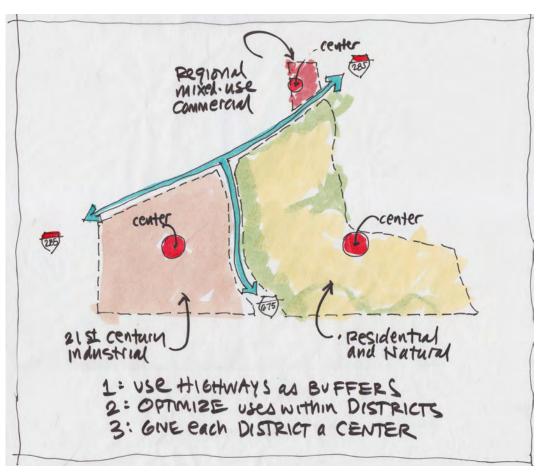
MASTER PLANNING FOR MORELAND/CEDAR GROVE/BOULDERCREST

THE CHALLENGE

Southwest Dekalb County is a sub-region of metropolitan Atlanta that clearly pays the environmental price for the growth and prosperity of its neighboring communities. The AIA Sustainable Design Assessment Team heard very clearly from stakeholder interviews that Soutwest DeKalb County lacked a "sense of place." When pressed, residents could identify places in surrounding communities that were significant and positive in some ways, but could not articulate a vision for a beneficial public realm within their own neighborhood.

Based on the AIA Sustainable Design Assessment Team's evaluation of existing land use patterns and natural features in the Southwest DeKalb County study area, and by incorporating the recommendations of team members' expertise, a conceptual plan was developed for the area. The three overarching land use principles for this study area were:

- 1. Use the highways and major arterial roads to divide the study area into three distinct districts:
- One west of Route 675 and south of Route 285 that would be exclusively industrial in character;
- A second district east of Route 675 and south of Route 285 that would be primarily low-and-medium density residential with an emphasis on open space, recreational trails, public services and small-scale commercial;
- And a third district north of Route 285 at the current "Pilot" site that would become a regional commercial and mixed-use destination.
- 2. Optimize each of the functions within each district so the planned uses would be sustainable and mutually-beneficial while mitigating the detrimental effects of one upon another.
- 3. Give each of these districts a figural, recognizable public "center" of place. Each of these centers should have its own character and identity that would support the district's primary use and connect the citizens of DeKalb County in a productive way with the commercial, social, and environmental characteristics of each neighborhood.





SEPARATING, MITIGATING

Southwest DeKalb County has three dominant and important but incompatible land uses trying to co-exist in an unplanned sub-region. One of the principal master-planning challenges to this community is separating the industrial and residential uses. Given that the industrial use is primarily heavy trucking, truck storage and logistics, a more definitive challenge is to mitigate the impact of truck traffic on the residential areas of Southwest DeKalb. The SDAT's environmental justice, community development and human health indicators all pointed to this necessity. In our interview with public safety personnel, the claim was made that if this connection could be broken, crime would virtually disappear from the residential neighborhoods.

Route 675 heading south from Route 285 already serves as a boundary between these two uses, but is not an effective buffer. This is because Cedar Grove Road (the longest east-west through street in the study area) by virtue of its bridge over 675, has become part of a heavily-used loop for truck traffic. Separating these uses will involve functionally breaking this connection. Although the team discussed a number of strategies including removing the bridge over 675 and bifurcating the road, the traffic-calming and signage solutions described in the transportation section of this report are recommended.

Further land-use solutions to this challenge are also suggested in the master planning ideas. Several of the parcels just east of 675 are currently undeveloped due to their topography. The only truck-related land use east of 675 is a single parcel that — if it could be combined with these other undeveloped parcels — could be made into a linear north/south green space that would further mitigate the impacts of the industrial use on the study area's residential neighborhood.

OPTIMIZING

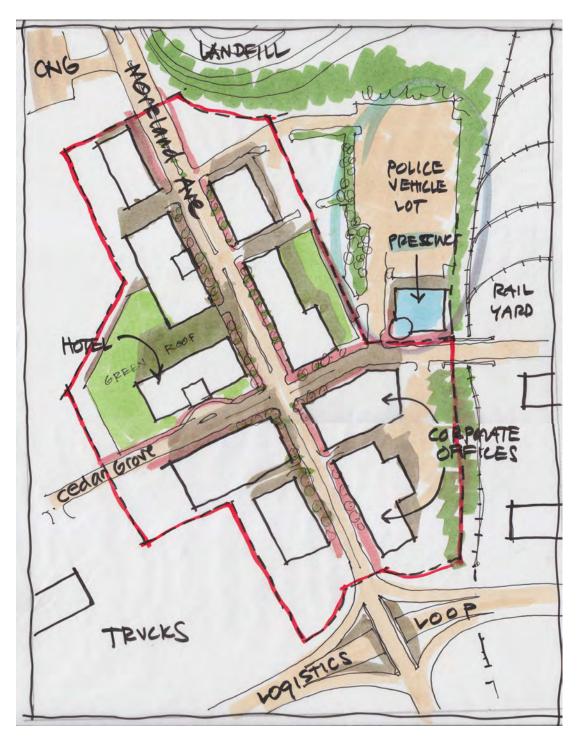
A: The Intermodal Logistics District

The key to transforming the industrial district of this study area into a 21st century intermodal logistics district is in the transportation planning. The "Logistics Loop" road illustrated in the master plan diagram would allow truck traffic to be productively contained entirely within the district. Depicted optimally, this loop would have overpasses or underpasses where it crosses at Moreland and Cedar Grove and be adjacent to each major warehousing parcel as well as the existing (and ideally expanded) rail spurs.

Although ambitious in its conception, the county is advised that a road network of this type is critical for the sustainability of this industrial use.

The other key to this district is normalizing the intersection of Cedar Grove and Moreland into a simple 90-degree four-way intersection – and in the process eliminating the parcels and existing uses that blight this area. A district around this intersection should be created for the businesses that would support the logistics industry such as corporate headquarters, hotels, personal services, retail and restaurants, and a police sub-station.

Besides this district becoming a strong regional employment base in a market that we felt to be entirely appropriate and economically viable, the hope is that this commercial node would be far more attractive to trucking companies than the existing Pilot facility and either "starve" that business or prompt it to move from its current location to a higher-quality development in this planned district.



B: The Residential Neighborhood

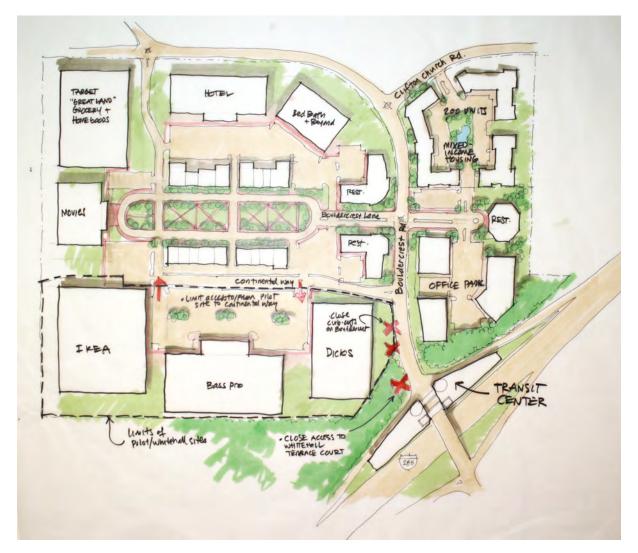
Once the intrusive truck traffic has been eliminated, the strategy for improving the quality of life for residents has two primary components: turning subdivisions into neighborhoods and creating a neighborhood center.

The SDAT Team's close examination of the existing watercourse network and patterns of undeveloped lands in the study area suggest that an extensive system of hiking paths and trails could be developed. Many of these current natural "fingers" already touch the property lines of residential lots, and the diagram the team created proposes how they may be extended and connected with minimal impact to existing properties. The vision from the team was for a network of pedestrian and bicycle connections that would – independent of existing major roads – give all residents access to recreational space and public services, thereby deepening their sense of community and dissolving the boundaries created by subdivision.

The Team endorsed the county's finding that the intersection of Cedar Grove and Bouldercrest was an optimal location for a neighborhood center. If the triangle of roads that form this intersection could be reconfigured as a very generous traffic circle, two goals could be met: A ¼ to ½ acre open space with the potential to serve as a figural, civic open space could be created to organize small-scale commercial development, thus creating a neighborhood destination, and truck traffic would be further discouraged from using these streets as through-routes.

Our final recommendation to improve the lives of residents in the study area was not to widen Bouldercrest into a four-lane road (to accommodate truck traffic) as described in the county's current transportation plan. The "green parkway" as described in the Transportation Facilities section of this report would be a much more appropriate road profile for Bouldercrest as a neighborhood "main street."





C: The Regional Mixed-Use District

Our market analysis determined that the resident population in this region is significantly underserved by retail within the study area. In addition, in our stakeholder meetings the residents themselves were consistent in their claim that the need to drive great distances for everyday shopping was part of what made them feel disempowered as a community.

The parcels in the study area north of Route 285 are now occupied by "Pilot" and two poorly-maintained, crime-ridden apartment complexes, which are surrounded by undesirable commercial uses. These sites, with excellent highway access and non-residential abutters, are ideally suited for commercial mixed-use development of significant size. This district would serve as a landing place for national "big box" retailers interested in meeting this market need, and could locate some of the larger, more traffic-intensive uses that the community desires such as a large grocery store and a multi-screen theater.

PLACEMAKING

A: Principles of Place-Making

In order to be sure that the new places developed for this study area meet the needs of the current and future generations of DeKalb County citizens, the following general design principles should be observed:

- 1. Buildings should be conceived of as backdrops for the public realm. Streetscapes, front doors, street furnishings, sidewalks, public art, public open spaces, native plants and trees are the components of the public realm. The design of the public realm should not be left to private commercial interests.
- 2. The County should make spaces that are specific to DeKalb County. Investigative design research should be done to relate design decision-making to the culture, heritage, and aspirations of the community. Ask: What is it about this place that is unique, and how do we create an environment that tells this story?
- 3. Public realm design improvements should optimize the access to public places by ALL members of the community via ALL means of mobility including biking, walking, and use of public transit. Dependence on automobiles is not only exclusionary, it degrades the public realm AND human health.
- 4. And . . . if it's not beautiful, it's not sustainable!





B. The Intermodal Logistics Center at Moreland and Cedar Grove

The plan and perspective sketch the SDAT produced for this center shows a node of near-urban scale development. The locus of this center – rather than a public open space – should be a "100% corner" where employees of logistics companies can work, shop, and find clean and safe accommodations.

Although a locus of commerce, this place should undeniably have a civic character. Moreland is shown in the sketch as a boulevard with a landscaped median, wide sidewalks, and a full complement of streetscape furnishings such as decorative streetlights, benches and trash receptacles. Public art and/or a program of banners should be present, along with directional signage. Storefronts and commercial signage should be designed to conform to design guidelines that the community endorses.

The County will want to consider rezoning this district to encourage mixed-uses and allow for greater building height and density than is currently allowed. Parking should be carefully located so as to be shielded from the Moreland/Cedar Grove intersection. Alternatively, the County may wish to consider adopting a Form-Based Code developed with the input of the business and residential communities instead of conventional zoning for this district. As defined by the Form-Based Codes Institute:

"Form-based codes use physical form, rather than separation of land uses, as their organizing principle. They foster predictable results in the built environment and a high quality public realm."

This district would also benefit from the creation of a Business Improvement District joining in membership all of the corporations involved in the Intermodal Logistics District but specifically charged with the beautification and maintenance of this commercial node (the red hatched area on the SDAT Master Plan). The management entity of a BID for this district would have the added benefit of being a roundtable and sole point-of-contact for the County with what could be its single greatest consortium of employers. New York City has the largest concentration of BIDs in the country. A website hosted by the municipal government of Brooklyn defines a BID as:

"A business improvement district (BID) is an area where property and business owners elect to pay a special assessment to fund supplemental services, capital improvements and other initiatives to maintain, develop and promote a commercial area. BIDs are created by an act of the City Council after a public process shows a significant level of

stakeholder support."



C. The Neighborhood Center at Cedar Grove and Bouldercrest

The Neighborhood Center (Cedar Grove and Bouldercrest) is the part of the study area that must feel the most "at home" for the residents. It must be the psychic and figural center for the community, a common-ground for people that live here. It must have a small-town "Main Street" character, be populated by independent, locally-owned businesses and merchants, have public services in close proximity (such as a neighborhood health center and a teens and seniors recreational center), and be anchored by a neighborhood park that functions as a civic open space.

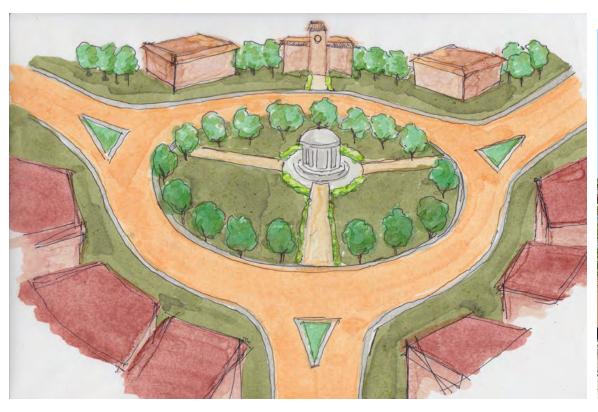
The SDAT sketch of this place shows a variety of building styles and materials but a consistency of 2 or 3-story heights, a predominantly commercial first-floor, and a high-quality public realm streetscape that is very pedestrian-friendly. Crosswalks are liberally present, buildings meet the front property lines, and curbcuts are minimized.

To meet these criteria, the County should adopt strict design guidelines for commercial storefronts and signage as part of a zoning overlay district that includes all properties fronting on Bouldercrest from 285 to the county line and Cedar Grove from 675 to Bouldercrest. The National Trust for Historic Preservation's Main Streets program has created a model for design guidelines that support both the historic character and the economic growth of small-scaled commercial districts. The City of Boston has institutionalized a system of neighborhood Main Streets' districts, each of which have now independently developed signage and storefront guidelines that are statutorily referenced in the City's Zoning Ordinance. Web links to the National Trust and Boston Main Streets follow this section.



These design guidelines should be developed in close consultation with both the resident and local business community. They typically include:

- 1. Signage: Placement on a building façade (designated sign band and a limited zone on storefront glass or awning valence), permitted materials and scale, styles of illumination encouraged (exterior illumination such as goose-necked lamps) and prohibited (internally-illuminated plastic), and recommendations on styles (perpendicular signs or "blade signs"), colors, simplicity and clarity of message and pedestrian-orientation.
- 2. Awnings: Materials, colors, and limitations to the amount and placement of signage. Awnings are not typically required by businesses in these type of guidelines, but when present they should be considered shade and shelter devices for pedestrians first, and components of a merchant's "branding" or identity second. Awnings are a colorful and animated component of a storefront's design, but they are not signage.
- 3. Storefronts: Storefront material can be encouraged and quality of construction can be described. Percent of façade dedicated to glass can be established, maximum heights of kneewalls can be set. Visibility into a store should be greatly encouraged; window display guidelines can include limits to the amount of signage applied to glass. Examples of good display design can be included.





D. The Regional Mixed-Use Center

Although the sites in this section of the SDAT study area could physically support a regionally-scaled, mixed-use commercial development, important recommendations as to the design and phasing of this center were made by the Team.

A development of several hundred thousand square feet of big-box and smaller junior anchors and inline retail with a theater, grocery store, and (later) residential and office uses will – by intent – draw a great deal of vehicular traffic. Therefore, to mitigate this impact, the site planning for this district must allow for small, decentralized parking lots with easily walkable access routes between retail destinations as well as the presence of a central public landscaped zone that can be made legible as the public's domain within this otherwise highly privatized environment.

The SDAT plan diagram for this district shows this open space – considerably wider than a boulevard median – with sidewalks and zero-lot line storefronts to its north and south, terminating in a public space (as illustrated in the aerial sketch) at a destination like a multiplex theater. The design of these spaces and sidewalks should be unique to this center but similar in quality to the design standards for the other two centers in this district.

A final note on the phasing of this development: For an unforeseeable period of time, plans for this district must be able to accommodate the presence of Pilot. Until the intermodal logistics district can become viable, Pilot will likely remain. Prohibiting truck traffic from Cedar Grove and Bouldercrest will address many of the residents' quality of life concerns, but interim steps to manage Pilot's presence can be taken.

The apartment complex to the south of the Pilot site should be acquired and functionally combined with the Pilot site. All Pilot access points and curb cuts onto Bouldercrest should be closed, relocating all their access to Continental Way – the local east/west side street that can eventually become part of the peripheral site circulation path for the regional commercial center. This will allow a sufficient amount of land area north of Pilot and west of Bouldercrest to be redeveloped under a mixed use master plan and begin to establish this location as a desirable regional center. At some time in the future when the intermodal logistics district supplants Pilot as the primary location for trucking and warehousing functions, these sites can be added to the mixed-use development.



Web Resources:

A list of websites referenced in this section follows:

Form- Based Codes Institute:

http://www.formbasedcodes.org

Business Improvement Districts:

http://www.nyc.gov/html/bkncb2/html/district/bids.shtml

About Boston Main Streets:

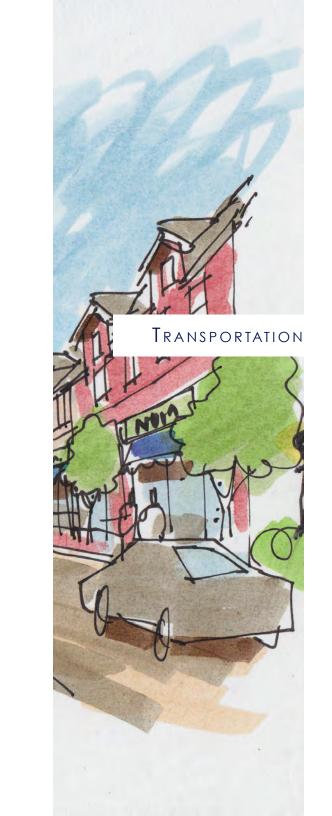
http://www.cityofboston.gov/dnd/obd/about.asp

National Trust for Historic Preservation:

http://www.preservationnation.org

City of Pasadena Storefront and Signage Guidelines:

http://ww2.cityofpasadena.net/planning/deptorg/curplng/signdesignguidelines.pdf



OVERVIEW

The study area is located in the southwestern portion of DeKalb County, Georgia, approximately ten miles southeast of Downtown Atlanta, along several major interstate corridors and five miles east of Hartsfield-Jackson Atlanta International Airport. The study area is well connected regionally and provides easy access for intraregional and national connections for people and freight.

The DeKalb County SDAT Team interviewed County staff from a variety of disciplines, attended a public meeting to gather information from the community, conducted stakeholder interviews with community members and business representatives, and participated in a sitevisit. The SDAT Team found that while the study area has good larger scale connections, the connectivity and accessibility within and just beyond the study area is not optimal for any users of the transportation network. Residents must use single occupant vehicles for all travel purposes, which leaves them with no options for alternative modes of transportation. In addition, the transportation network does not meet the needs of commercial uses with inadequate transportation facilities for larger-scale vehicles and few options for multimodal access.

Based on existing conditions, as well as strain placed on the existing transportation infrastructure, the SDAT Team reviewed the transportation needs of each major corridor within the study area and developed multimodal recommendations appropriate to the scale and proposed use of each corridor.

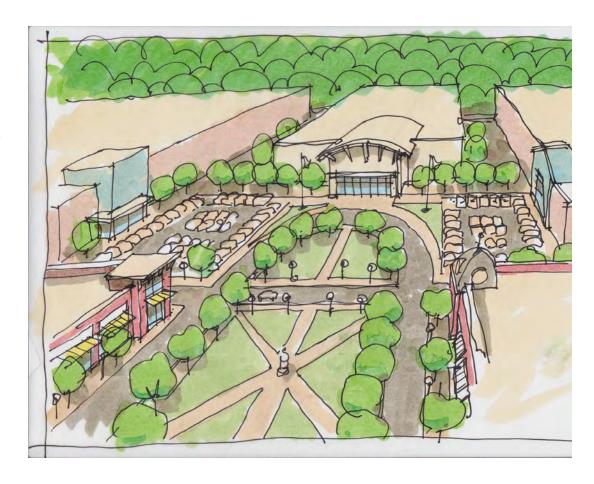
Core Transportation Planning Principles

DeKalb County is focused on growing and developing in a sustainable manner. In the transportation sector, sustainability can be described through two concepts – multimodalism and complete streets.

Multimodalism describes a transportation network that includes room for all modes and enhances network capacity across each mode. Multimodalism does not favor one mode of transportation over another. Multimodalism is also a term used in freight movement that refers to the transportation of goods using multiple modes of transportation.

Complete Streets focuses on design concepts that result in streets with facilities for all users, including pedestrians, bicyclists, transit users and motorists, to the extent appropriate for the land use or the context of the street.

The transportation facility recommendations for the study area are grounded in these two principles.



SDAT TEAM RECOMMENDATION - CONCEPTUAL CORRIDORS

The SDAT Team recommends tailoring transportation facilities in the study area to the needs of the primary users of each of the major corridors and nodes. This section will review deficiencies of the current transportation network and provide an overview of opportunities for each corridor and node.

Transit Center Node

The SDAT Team recommends creating a transit center within a vibrant, new mixed-use development in the study area north of I-285 along Bouldercrest Road. As detailed elsewhere in this plan, this portion of the study area would be redeveloped into a mixed-use residential and commercial regional destination.

Existing Conditions

North of I-285 Bouldercrest Road is a five lane facility with two travel lanes in each direction and a center shared turn lane. Through north-south traffic is compromised by truck movements into the Pilot Service Station that is located just north of I-285. There are a multitude of intersections and curb cuts within 500 feet of the interstate, creating unsafe vehicular movements and rendering the area unsuitable for pedestrians and bicyclists. The one bus that serves the study area is located in the northern sector of this portion of the study area and serves points north.

Recommendations

Creating a multimodal transportation network will improve transportation flow through this portion of the study area. As redevelopment occurs, anticipated additional traffic volumes generated by the mixed-use development would be accounted for in a redesign of Bouldercrest Road and enhancement of a network of possible private roadways that serve the new development. Ideally, Bouldercrest Road will become a four-lane facility with a center raised median. Access to the new development would be funneled through fewer, higher-occupancy ingress/egress points, allowing for better flow along Bouldercrest Road.

The region's proposed bus rapid transit (BRT) network includes a terminus stop in this portion of the study area. BRT is a type of public transportation using buses to provide faster, more efficient service than an ordinary bus line. Often this is achieved by making improvements to existing infrastructure, vehicles, and scheduling, including adding a dedicated bus lane on or parallel to a roadway and running shorter headways between buses. The goal of these systems is to approach the service quality of rail transit while still enjoying the cost savings and flexibility of bus transit.

The Team proposes locating the BRT facility as close to I-285 as possible, allowing BRT users to easily access the mixed-use development, but also have easy access from a park and ride lot to I-285, potentially with a dedicated ramp to the interstate. Ideally, local buses would also serve the BRT facility and allow for residents within the study area to access the mixed-use development and the Atlanta region without using an automobile, providing for transportation options for residents of all abilities.







Green Parkway

The SDAT Team recommends enhancing transportation options along Bouldercrest Road from I-285 south to the DeKalb County border by emphasizing the natural beauty of the corridor, as well as creating space for recreation.

Existing Conditions

Between I-285 and River Road, Bouldercrest Road has turn lanes, sidewalks, and partial bicycle facilities. South of River Road and to the DeKalb County boundary, Bouldercrest Road is more rural in scale, with few turn lanes and disconnected sidewalks along newer developments. This leaves residents with few opportunities to move about the neighborhood and creates a haphazard environment for all modes.

Recommendations

There is currently listed a capacity expansion project for Bouldercrest Road in the Regional Transportation Plan prepared by the Atlanta Regional Commission (ARC). The SDAT Team recommends building off of the existing project concept and using the right-of-way to create a multimodal green parkway from I-285 to the DeKalb County boundary. The Team recommends creating three lanes — one travel lane in each direction and a center turn lane.

The Team proposes including a sidewalk on the western side of Bouldercrest Road and a multi-use trail on the eastern side of the road. The trail would allow for bicycle and recreational mobility. The Team recommends aligning the trail such that it does not directly parallel Bouldercrest Road, but instead mimics the contours of the landscape to provide a park-like experience, while also increasing multimodal mobility along the corridor. This trail will provide a recreational feature for the community, as well as a path between the community center and the Sugar Creek Gold Club.

Neighborhood Center Node

As detailed elsewhere in this plan, the SDAT Team recommends creating a Neighborhood Center at the intersection of Bouldercrest Road and Cedar Grove Road and reconfiguring the intersection.

Existing Conditions

Currently, the intersection of Bouldercrest Road and Cedar Grove Road forms a triangle, along with Clark Street. This allows for additional alignment options when connecting to the two roads. However, it can also be disorienting for drivers unfamiliar with the area and facilitates higher-speed movements between the two roads.

Recommendations

The Team recommends reconfiguring the current triangular intersection to a traffic circle. This will help encourage safer speeds as vehicles travel through the neighborhood center and provide a center focus point that may define the neighborhood. It is also important to incorporate complete streets methodologies in this node, as it would be ideal for the area to serve all modal users of all ages and abilities.



Neighborhood Street

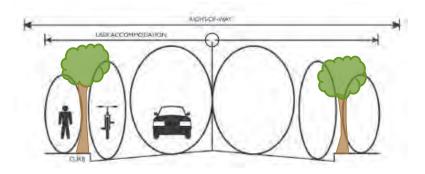
The current composition of Cedar Grove Road is appropriate for the scale of the neighborhood and intended use. The SDAT Team recommends creating multimodal opportunities along this corridor and employing techniques to limit truck traffic on this corridor.

Existing Conditions

Cedar Grove Road is a neighborhood connector street which provides access for residents from Bouldercrest Street to Moreland Avenue. One issue that was highlighted and witnessed was the usage of this road by truck traffic, perhaps as a cut-through from the industrial uses along Moreland Avenue to the Pilot Service Station and I-285. This creates an unpleasant environment for motorists, residents, and potential bicyclists and pedestrians given the narrow configuration of the road.

Recommendations

The Team recommends creating a neighborhood street environment along Cedar Grove Road. This entails adding sidewalks to both sides of the streets to create space for residents to recreate and access other neighborhood features, including the neighborhood center and community center, and green space and community gardens. The Team also recommends adding bike facilities to the roadway in the form of dedicated bike lanes or sharrows. A sharrow is an arrow-like design painted on a roadway to mark a bicycle route, alerting all users of the transportation facility that bicycles are to be expected on the roadway.



The Team also recommends that the County create a gateway to the community that lets all users of Cedar Grove know that they are entering a neighborhood. The Team recommends that the County install a miniroundabout just east of the I-675 overpass at the edge of the residential land uses. A miniroundabout is a traffic control feature that is very successful in residential neighborhoods as an attractive alterative to speed humps. This treatment, along with significant plantings, a monument or neighborhood sign, will deter truck traffic from using Cedar Grove as a through route. Smaller scale alternatives to a miniroundabout include a neighborhood archway above the roadway that would be comparable to truck heights and more significant, well-anchored signage that notes that Cedar Grove Road is not an established truck route. Several instances of dedicated enforcement of truck routes in that part of the county could also serve as a deterrent to truck usage.



Trail Network

Several of the concepts above include trail and non-auto facilities. The SDAT Team's vision for the entire study area, which is described in greater detail elsewhere in this report, provides for a greenway network of trails, open space, community gardens, and recreational opportunities. A trail network will serve to link each of these new green amenities with the neighborhoods, the Neighborhood Center, and existing recreational amenities, including the County Trail Network and Sugar Creek Gold Club. This small-scale network will provide connectivity for recreation and transportation within and outside of the study area. There are three trails included in the County Transportation Plan that will serve the study area.

Regional Boulevard

The SDAT Team recommends transforming Moreland Avenue into a boulevard that highlights the importance of this corridor to the logistics sector. The Team also recommends transforming the entire portion of the study area west of I-675 into a regional logistics center, a concept more fully described elsewhere in this plan.

Existing Conditions

The Moreland Avenue corridor is truck-oriented and comprised of a lot of pavement. Between I-285 and Cedar Grove Road, Moreland Avenue is a four lane separated facility with a grass median. South of Cedar Grove Road, it is a four lane separated facility with a concrete median, multiple turn lanes, and a number of ingress/egress points for properties. Access to the industrial properties relies on driveways from Moreland Avenue, Thurman Drive and Cedar Grove Road. None of the sites relate to one another or the transportation network, leading to a chaotic merging of truck traffic centered on the intersection of Cedar Grove Road and Moreland Avenue.

Recommendations

The SDAT Team recommends transforming Moreland Avenue into a regional boulevard that will serve a redeveloped logistics center, described elsewhere in this plan in greater detail. The Team envisions that Moreland Avenue will have a center tree-lined median and will employ complete streets principles. There will be wide, tree-lined sidewalks on both sides of the boulevard. The intersection of Moreland Avenue and Cedar Grove Road will be the focal point of the logistics center and serve to ground the center as a place to be, rather than a place to drive through.

The Team also recommends creating a circulator beltway around the industrial sites. This beltway would be a limited access road that would connect to Moreland Avenue, Cedar Grove Road (west of I-675), and Thurman Drive via interchanges, allowing freight traffic to move freely around the logistics center with limited movements on Moreland Avenue. Through truck traffic would still primarily use Moreland Avenue.

The rail corridor running north-south between Moreland Avenue and I-675 could be used to complement the enhanced road network in the logistics center described above. There is currently one spur off the rail line that serves one of the industrial properties. Usage of this transportation facility should be incorporated into future redevelopment.

The Regional Transportation Plan prepared by ARC includes a new interchange at I-675 and Cedar Grove Road as a long range project. In order to improve transportation access to the logistics center and reduce negative impacts on the neighborhoods, the Team recommends moving forward with this interchange.

Planned Transportation Facilities

There are a number of multimodal transportation improvements planned for this area. These are included in the DeKalb County Transportation Plan, as well as the Atlanta Regional Council Regional Transportation Plan. It is important to note that many of these projects do not have funding associated with them, which keeps these projects on a longer term planning horizon. Of the projects that do have funding, it is possible that decision-makers may choose to shift funding to future years or to swap it with other projects.

The fact that there are a number of planning projects in the study area means that county and regional leadership has determined a need for improvements, likely based on a number of county and regional goals and initiatives related to creating a sustainable multimodal transportation network. It is important to keep in mind that it is often easier to amend a project in a planning document than it is to add a project to such a document, especially if the project affects the region's ability to meet air quality conformity criteria, an environmental measure upon which transportation expansion projects are judged.

Key Learning: Working within the existing framework to enhance a project that is already planned for is easier than trying to add a significant transportation improvement to the leadership agenda.



NEXT STEPS

Many of the concepts outlined above will take years to implement and may be too ambitious for the resources and redevelopment potential of the current economic climate. However, there are many short-term opportunities that may be easily implemented with existing or grant revenues. Additionally, there are possibilities to incorporate some of the long-range visioning into current project concepts or future redevelopment opportunities.

Short-Term Opportunities

There are a number of short-term opportunities for the study area that may come to fruition through minimal County resources or through grant opportunities:

- Safe Routes to Schools (SRTS): SRTS is a federal program that provides opportunities for creating safer ways for children to bike and walk to schools. SRTS makes funding available for a wide variety of programs and projects, from building safer street crossings to establishing programs that encourage children and their parents to walk and bicycle safely to school. DeKalb County Transportation staff is available to conduct a site inventory upon the request of a school principal. More information about SRTS may be found here: http://safety. fhwa.dot.gov/saferoutes/ and at the Georgia Department of Transportation: http://www.dot.state.ga.us/localgovernment/fundingprograms/SRTS/Pages/default.aspx
- Recreational Trails Program (RTP): RTP provides funds to states to develop and maintain recreational trails and trail-related facilities for both nonmotorized and motorized recreational trail uses. This program is administered through the Georgia Department of Natural Resources:

http://www.gastateparks.org/item/18195

- Small-scale Public Works Projects: A number of the projects above can be implemented with minimal funding from the County. Examples include:
 - o The miniroundabout proposed on Cedar Grove Road just east of I-675. Additional signage could be supplemented until funding is identified for the miniroundabout.
 - o Eliminate curb cuts on major roads in congested areas, including Bouldercrest Road just north of I-285 and Moreland Avenue just south of Cedar Grove Road. Reducing the number of curb cuts reduces the number of turning movements that contribute to congestion and an unsafe multimodal environment. Entrances can be diverted to side streets.

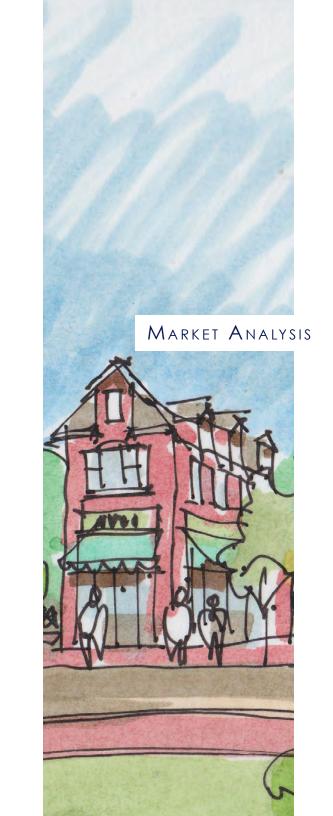
Long-Range Possibilities

Many concepts above and planned facilities in the County Transportation Plan and Regional Transportation Plan will require significant funding to be identified and further design and engineering analysis. The suggestions below provide possibilities where the County can find resources:

- The Transportation, Community, and System Preservation (TCSP) Program: The TCSP Program provides funding for a comprehensive initiative including planning grants, implementation grants, and research to investigate and address the relationships among transportation, community, and system preservation plans and practices and identify private sector-based initiatives to improve those relationships. The TCSP Program has existed since 1999 and continues to provide grants on an annual basis.
- Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program: The TIGER Program funds innovative transportation projects that will create jobs and have a significant impact on the nation, a region or a metropolitan area. The notice of funding availability for the third iteration of the TIGER Program was released on July 1, 2011.
- As noted above, one successful way to effect change is to influence planned projects and priorities. Many of the recommendations above complement some of the planned bicycle, pedestrian, and roadway facilities in the DeKalb County Transportation Plan and ARC's Regional Transportation Plan.







Introduction

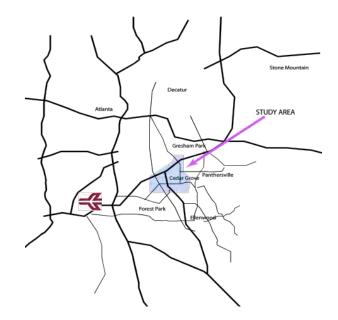
The Bouldercrest community is located in South DeKalb County within the greater Atlanta Metropolitan Statistical Area. The Bouldercrest submarket benefits from a mix of residential and industrial/commercial use and is strategically located near the center of Atlanta and Atlanta's Hartsfield International Airport. The relative position of the Study Area to central Atlanta and frontage along two regional freeways creates a geographic advantage for additional commercial development including industrial, office, medical, retail and residential.

This market analysis of the Bouldercrest study area examines the market potential for a variety of real estate uses, including industrial, office, and retail development. The Team analyzed current conditions, trends, and projections for the local resident population, employment, and potential development projects. As part of the analysis, the Team also conducted several stakeholder interviews.

This Market Analysis considers the composition of the population and its relating demographics, employment statistics, traffic analysis, zoning, and the stakeholders' vision, and is intended to shape the strategy for complimentary uses that align with the market and economic reality.

The major impediments to growth within the Bouldercrest Study Area include physical decline of the neighborhood due to a neglect regarding crime prevention, lack of code enforcement, lack of public policy, and private businesses which neglect and defer maintenance. In addition, there are several businesses which have high crime activity and may cater to, or at least neglect to address, illegal activity. These factors tend to exacerbate each other, with each one accretive to the occurrence of each other. There have been many studies which show a high correlation of crime and blight conditions to negative economic conditions.

Although many larger U.S. cities, and especially those areas adjacent to high density commercial areas, are affected by blight, the last real estate cycle led to renewed interest in these areas due to their geographical advantages and also availability of public incentives to offset potential risks. The Bouldercrest study area has many attributes that would be attractive to private investment if the existing blight conditions are mitigated. This could also reduce the amount of public incentives or subsidies required to attract new capital in the market.



The favorable attributes to the Bouldercrest area include its population base, pull factor potential relative to the surrounding geographies, commercial daytime population base, and its regional positioning along dual interstates, which provides commuter demand as well as extended trade area geography.

Key findings from the demographics analysis include the following:

- The population in the Bouldercrest study area increased 4.3% versus DeKalb County at 1.3% and Atlanta MSA of 2.7%.
- The average household size is consistent at 2.7 people per household across all geographies.
- The Bouldercrest study area has an estimated unemployment rate of 7.7% compared to DeKalb County of 9.4% and Atlanta MSA of 8.8%.
- There were approximately 1,404 owner occupied homes versus 815 rental units and 215 vacant units in the Boudercrest study area which is a factor of owner occupied of .58 compared to a factor of .76 for DeKalb County.
- The 2015 median income is \$65,634 in the Bouldercrest study area compared to \$73,656 for DeKalb County and \$78,229 for the Atlanta MSA.
- The top industries in the Bouldercrest study area are transportation and warehousing (19.2%), general services (15.7%), retail (12.1%), automotive services (9.1%), real estate activities (8.6%), construction (7.1%), waste management activities (7.1%), and wholesale trade (6.6%).

Retail Analysis

The Bouldercrest retail market consists of its residents, workers, commuters and visitors. Retail demand from residents in the Primary Trade Area will consist of daily needs such as grocers, pharmacies, personal services and restaurants. There are currently very few retail goods or services within the Bouldercrest Primary Trade Area. Retail demand from office/industrial workers will be more concentrated towards convenient and casual dining options. Table 1 below denotes the purchasing power of the consumers within the Primary Trade Area for the Bouldercrest study area.

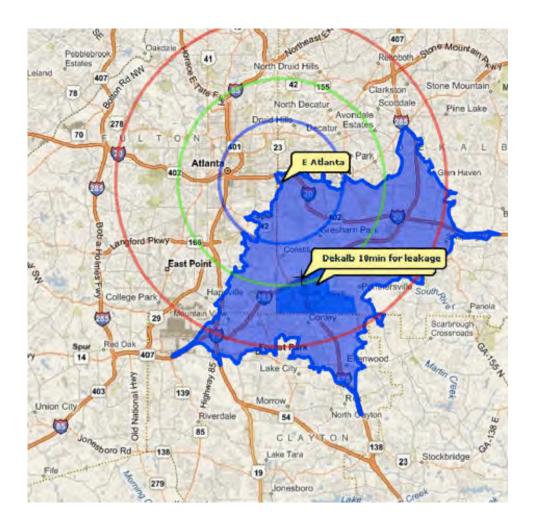
Customer Segment	Est. Annual Purchasing Power
Residents in Primary Trade Area	\$1,375,718,858
Commuter Demand to Study Area	\$5,502,944
Study Area Commercial Workforce Demand	\$6,714,505

Primary Trade Area Residents

To determine retail demand from residents for the Bouldercrest study area, a geography of the estimated area of population which will contribute to 65-80% of its customer base (Primary Trade Area) was estimated in order to determine population and population characteristics. Catalyst has extensive research in establishing statistical trade areas using customer intercepts and point of origin research. Although no primary trade areas are exactly alike, Catalyst has substantial research using catchment including both time and distance. Using comparative geographies to estimate a reasonable Primary Trade Area for the Bouldercrest study area, a 10 minute drive time was used. This area is generally defined by Atlanta Hartsfield Airport to the west, I-20 to the north, Wesley Chapel road to the east and south near the 675/75 interchange.

*Additional research is recommended to determine the accurate geographies of competitive retail areas in relationship to the Bouldercrest study area to determine the influence of supply against potential demand in the study area.

Within the Primary Trade Area there are currently 183,667 residents, which make up 60,254 households. The Median Income of these families is \$51,916 and the per capita income is \$20,080.



Comparative Analysis of Peer Trade Areas

In addition to delineating the retail trade area for the Bouldercrest study area, it is also useful to identify the closest competitive areas of concern. These include:

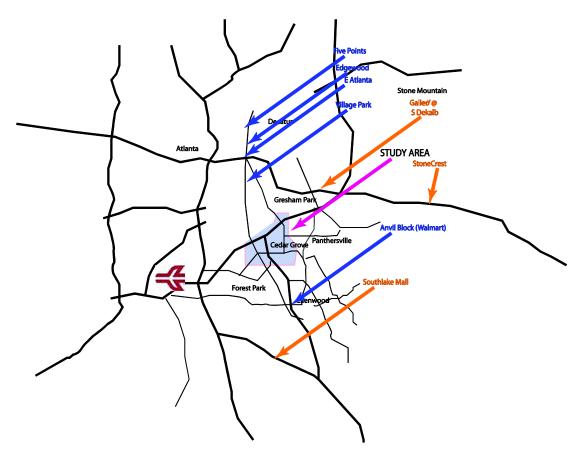
- 1. Anvil Block Walmart (Ellenwood Town Center area)
- 2. Little 5 Points Bohemian mix of eclectic shops and restaurant
- 3. East Atlanta
- 4. Edgewood

By observing how these nodes or districts relate with one another, merchandising strategies can be crafted which target retail categories which are not only complementary and synergistic with the existing merchants within the district, but also with competing neighboring districts which may overlap the Primary Trade Area.

Merchandising strategies developed from a regional perspective, rather than the tradition myopic model, are more likely to promote a sustainable retail mix which most closely aligns with market demands and minimizes cannibalization risk. Identifying a particular district or sub-market's niche within the broader region is a crucial step in the process of creating the brand and identity of Bouldercrest, thereby increasing its draw and economic viability.

Population Analysis

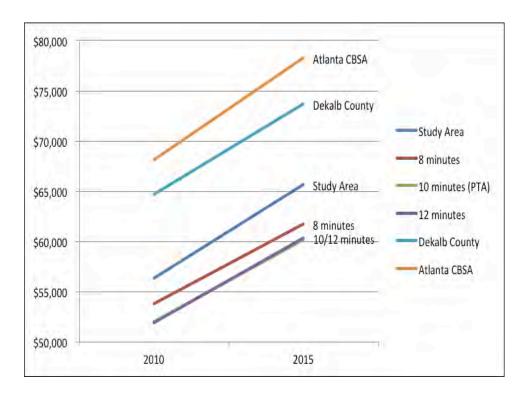
Bouldercrest's Primary Trade Area is made up of a densely populated region located just southeast of Atlanta. The Primary Trade Area, consisting of 183,667 residents, is sufficient enough to sustain any neighborhood retailer and has exposure to a larger population base to attract regional retail. The population within the Primary Trade Area is projected to grow at an annual rate of 1% over the next 5 years.



	Study Area	8 minutes	10 minutes (PTA)	12 minutes	DeKalb County	Atlanta CBSA
2010	5,278	74,765	183,667	314,779	761,542	5,611,180
2015	6,100	78,709	192,580	332,278	805,650	6,180,206

Income Analysis

Residents within the Primary Trade Area have strong purchasing power with median and average incomes of \$51,916 and \$60,560 respectively. These residents have an aggregate disposable income of \$2,953,338,570 annually with the bulk of that purchasing power residing with householders between 35 and 64 years of age.



Primary Trade Area

2010 Population	183,667
Average Household Income	\$60,560
Median Household Income	\$51,916
Median Age	31.9
Owner Occupied Housing	58.7%
Renter Occupied Housing	41.3%

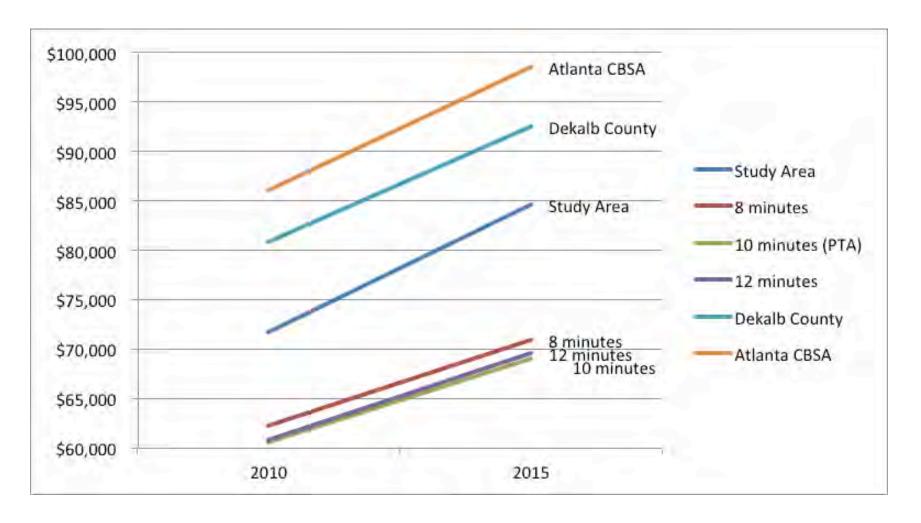
2010 Households	60,254
Average Household Size	2.99
Average HH Disposable Income	\$49,014
Median HH Disposable Income	\$40,584
Total Disposable Income	\$2,953,338,570

Median Income Comparison

	Study Area	8 minutes	10 minutes (PTA)	12 minutes	DeKalb County	Atlanta CBSA
2010	\$56,269	\$53,755	\$51,916	\$51,867	\$64,601	\$68,106
2015	\$65,634	\$61,736	\$60,167	\$60,293	\$73,656	\$78,229

Average Income Comparison

	Study Area	8 minutes	10 minutes (PTA)	12 minutes	DeKalb County	Atlanta CBSA
2010	\$71,701	\$62,228	\$60,560	\$60,787	\$80,799	\$85,998
2015	\$84,574	\$70,913	\$69,027	\$69,630	\$92,541	\$98,557



Demand Characteristics

SPI

The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. (ESRI) The Spending Potential Index table shows the average amount spent on each category per resident in the Primary Trade Area, the total estimated spending per category in the trade area and SPI. Total Expenditures spent by the average household in the Primary Trade Area is consistent with that of the national average with an SPI of 100. SPIs of most other categories in the Primary Trade Area closely mirror the national average with most falling between 90 and 110.

	Spending Potential Index	Average Amount Spent	Total	Percent
Total Expenditures	87	\$58,112.87	\$3,501,533,072	100.0%
Food	90	\$6,900.98	\$415,811,760	11.9%
Food at Home	89	\$3,993.30	\$240,612,144	6.9%
Food Away from Home	90	\$2,907.68	\$175,199,617	5.0%
Alcoholic Beverages	92	\$526.85	\$31,744,720	0.9%
Housing	88	\$17,928.00	\$1,080,233,815	30.9%
Shelter	88	\$13,835.13	\$833,622,216	23.8%
Utilities, Fuel and Public Services	90	\$4,092.87	\$246,611,598	7.0%
Household Operations	84	\$1,332.01	\$80,259,135	2.3%
Housekeeping Supplies	89	\$624.76	\$37,644,420	1.1%
Household Furnishings and Equipment	75	\$1,543.01	\$92,972,687	2.7%
Apparel and Services	63	\$1,497.98	\$90,259,304	2.6%
Transportation	89	\$8,892.08	\$535,783,216	15.3%
Travel	82	\$1,559.82	\$93,985,387	2.7%
Health Care	86	\$3,197.84	\$192,682,805	5.5%
Entertainment and Recreation	87	\$2,807.16	\$169,142,856	4.8%
Personal Care Products & Services	90	\$626.76	\$37,764,658	1.1%
Education	90	\$1,093.56	\$65,891,227	1.9%
Smoking Products	94	\$402.89	\$24,275,829	0.7%
Miscellaneous	84	\$981.63	\$59,147,304	1.7%
Support Payments/Cash Contributions/Gifts in Kind	87	\$2,131.20	\$128,413,240	3.7%
Life/Other Insurance	84	\$349.41	\$21,053,279	0.6%
Pensions and Social Security	87	\$5,716.92	\$344,467,427	9.8%

Source: ESRI

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought any men's apparel in last 12 months	62,456	47.0%	93
Bought any women's apparel in last 12 months	57,391	43.2%	95
Bought apparel for child <13 in last 6 months	43,544	32.8%	116
Bought any shoes in last 12 months	66,686	50.2%	96
Bought any costume jewelry in last 12 months	29,651	22.3%	107
Bought any fine jewelry in last 12 months	34,796	26.2%	114
Bought a watch in last 12 months	32,218	24.3%	117
Automobiles (Households)			
HH owns/leases any vehicle	49,298	81.8%	94
HH bought new vehicle in last 12 months	4,004	6.6%	81
Automotive Aftermarket (Adults)			
Bought gasoline in last 6 months	109,373	82.4%	95
Bought/changed motor oil in last 12 months	67,149	50.6%	98
Had tune-up in last 12 months	39,619	29.8%	95
Beverages (Adults)			
Drank bottled water/seltzer in last 6 months	85,810	64.6%	103
Drank regular cola in last 6 months	78,296	59.0%	113
Drank beer/ale in last 6 months	55,144	41.5%	98
Cameras & Film (Adults)			
Bought any camera in last 12 months	20,223	15.2%	103
Bought film in last 12 months	29,363	22.1%	94
Bought digital camera in last 12 months	8,412	6.3%	90
Bought memory card for camera in last 12 months	9,793	7.4%	97
Cell Phones/PDAs & Service (Adults)			
Bought cell/mobile phone/PDA in last 12 months	37,486	28.2%	96
Avg monthly cell/mobile phone/PDA bill: \$1-\$49	29,786	22.4%	87
Avg monthly cell/mobile phone/PDA bill: \$50-99	43,784	33.0%	104
Avg monthly cell/mobile phone/PDA bill: \$100+	21,330	16.1%	105
Computers (Households)			
HH owns a personal computer	39,242	65.1%	91
HH spent <\$500 on home PC	5.794	9.6%	106
HH spent \$500-\$999 on home PC	10,054	16.7%	91
HH spent \$1000-\$1499 on home PC	7,384	12.3%	83
HH spent \$1500-\$1999 on home PC	4,247	7.0%	85
Spent \$2000+ on home PC	3,718	6.2%	80
Convenience Stores (Adults)			
Shopped at convenience store in last 6 months	79,498	59.9%	100
Bought cigarettes at convenience store in last 30 days	22,424	16.9%	114
Bought gas at convenience store in last 30 days	44,299	33.4%	101
Spent at convenience store in last 30 days: <\$20	11,308	8.5%	88
Spent at convenience store in last 30 days: \$20-39	13,532	10.2%	102
Spent at convenience store in last 30 days: \$40+	47,421	35.7%	102

MPI

While population density and income convey the purchasing power of the population within a specified region, MPI (Market Potential Index) is useful for consumer preferences specific to the population within the Primary Trade Area. An MPI measures the relative likelihood of the adults/HHs in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. (Source: ESRI)

Similarly to SPI, the purchasing patterns of residents within Bouldercrest's Primary Trade Area are shown in the accompanying table.

Entertainment (Adulta)			
Entertainment (Adults) Attended movies in last 6 months	70.000	50.00/	400
	78,038	58.8%	100
Went to live theater in last 12 months	14,363	10.8%	86
Went to a bar/night club in last 12 months	21,779	16.4%	89
Dined out in last 12 months	50,656	38.1%	78
Gambled at a casino in last 12 months	20,264	15.3%	95
Visited a theme park in last 12 months	29,883	22.5%	101
DVDs rented in last 30 days: 1	3,291	2.5%	93
DVDs rented in last 30 days: 2	5,670	4.3%	91
DVDs rented in last 30 days: 3	4,427	3.3%	107
DVDs rented in last 30 days: 4	5,239	3.9%	99
DVDs rented in last 30 days: 5+	16,588	12.5%	95
DVDs purchased in last 30 days: 1	6,417	4.8%	90
DVDs purchased in last 30 days: 2	6,984	5.3%	100
DVDs purchased in last 30 days: 3-4	7,853	5.9%	121
DVDs purchased in last 30 days: 5+	9,805	7.4%	137
Spent on toys/games in last 12 months: <\$50	8,611	6.5%	104
Spent on toys/games in last 12 months: \$50-\$99	3,510	2.6%	96
Spent on toys/games in last 12 months: \$100-\$199	8,993	6.8%	95
Spent on toys/games in last 12 months: \$200-\$499	13,175	9.9%	96
Spent on toys/games in last 12 months: \$500+	6,491	4.9%	89
Financial (Adults)			
Have home mortgage (1st)	17,073	12.9%	71
Used ATM/cash machine in last 12 months	61,884	46.6%	92
Own any stock	8,140	6.1%	68
Own U.S. savings bond	6,630	5.0%	71
Own shares in mutual fund (stock)	9,913	7.5%	79
Own shares in mutual fund (bonds)	5,790	4.4%	76
Used full service brokerage firm in last 12 months	6,218	4.7%	77
Used discount brokerage firm in last 12 months	2,724	2.1%	104
Have 401K retirement savings	18,427	13.9%	84
Own any credit/debit card (in own name)	85,764	64.6%	88
Avg monthly credit card expenditures: <\$111	17,420	13.1%	89
Avg monthly credit card expenditures: \$111-225	11,647	8.8%	97
Avg monthly credit card expenditures: \$226-450	9,213	6.9%	81
Avg monthly credit card expenditures: \$421-700	8,135	6.1%	86
Avg monthly credit card expenditures: \$431-700 Avg monthly credit card expenditures: \$701+	11,211	8.4%	62
Any monthly credit card experionales. \$701+	11,211	0.470	

Grocery (Adults)			
Used beef (fresh/frozen) in last 6 months	90,524	68.2%	98
Used bread in last 6 months	128,720	96.9%	101
Used chicken/turkey (fresh or frozen) in last 6 months	99,979	75.3%	101
Used fish/seafood (fresh or frozen) in last 6 months	69,567	52.4%	103
Used fresh fruit/vegetables in last 6 months	111,942	84.3%	98
Used fresh milk in last 6 months	120,006	90.4%	100
Health (Adults)			
Exercise at home 2+ times per week	34,583	26.0%	88
Exercise at club 2+ times per week	12,057	9.1%	78
Visited a doctor in last 12 months	99,471	74.9%	96
Used vitamin/dietary supplement in last 6 months	56,314	42.4%	89
Home (Households)			
Any home improvement in last 12 months	1E 70C	26.20/	0.4
Used housekeeper/maid/professional cleaning service in last 12 months	15,786	26.2%	84
Purchased any HH furnishing in last 12 months	7,936	13.2%	84
Purchased bedding/bath goods in last 12 months	5,696	9.5% 55.3%	89
Purchased cooking/serving product in last 12 months	33,347		101
Bought any kitchen appliance in last 12 months	14,918	24.8%	91
Bought any Nichen appliance in last 12 months	9,846	16.3%	92
Insurance (Adults)			
Currently carry any life insurance	61,377	46.2%	96
Have medical/hospital/accident insurance	87,621	66.0%	91
Carry homeowner insurance	59,900	45.1%	85
Carry renter insurance	9,056	6.8%	113
Have auto/other vehicle insurance	103,133	77.7%	92
Pets (Households)			
HH owns any pet	23,443	38.9%	82
HH owns any cat	10,776	17.9%	77
HH owns any dog	16,699	27.7%	80
Reading Materials (Adults)			
Bought book in last 12 months	61,738	46.5%	94
Read any daily newspaper	53,063	40.0%	93
Heavy magazine reader	32,696	24.6%	124
Troat j magazino roddor	32,030	27.070	144

Restaurants (Adults)			
Went to family restaurant/steak house in last 6 mo	94,936	71.5%	98
Went to family restaurant/steak house last mo: <2 times	33,164	25.0%	96
Went to family restaurant/steak house last mo: 2-4 times	34,123	25.7%	94
Went to family restaurant/steak house last mo: 5+ times	27,664	20.8%	107
Went to fast food/drive-in restaurant in last 6 mo	119,026	89.6%	100
Went to fast food/drive-in restaurant <5 times/mo	37,481	28.2%	92
Went to fast food/drive-in 5-12 times/mo	39,314	29.6%	94
Went to fast food/drive-in restaurant 13+ times/mo	42,245	31.8%	115
Fast food/drive-in last 6 mo: eat in	42,624	32.1%	83
Fast food/drive-in last 6 mo: home delivery	16,354	12.3%	111
Fast food/drive-in last 6 mo: take-out/drive-thru	71,431	53.8%	103
Fast food/drive-in last 6 mo: take-out/walk-in	35,928	27.1%	110
Telephones & Service (Households)			
HH owns in-home cordless telephone	35,135	58.3%	91
HH average monthly long distance phone bill: <\$16	14,014	23.3%	83
HH average monthly long distance phone bill: \$16-25	5,901	9.8%	83
HH average monthly long distance phone bill: \$26-59	4,864	8.1%	83
HH average monthly long distance phone bill: \$60+	2,684	4.5%	101
Television & Sound Equipment (Households)			
HH owns 1 TV	10,731	17.8%	90
HH owns 2 TVs	14,045	23.3%	88
HH owns 3 TVs	14,045	23.5%	105
HH owns 4+ TVs	14,163	23.3%	111
HH subscribes to cable TV	,		
HH watched 15+ hours of cable TV last week	34,560 36,392	57.4% 60.4%	99 101
Purchased audio equipment in last 12 months	5,573	9.2%	111
Purchased CD player in last 12 months	3,867	6.4%	122
Purchased DVD player in last 12 months	7,163	11.9%	113
Purchased MP3 player in last 12 months	4,718	7.8%	90
Purchased video game system in last 12 months	5,025	8.3%	96
	·		
Travel (Adults) Domestic travel in last 12 months	58.242	43.9%	83
Took 3+ domestic trips in last 12 months	20,889	15.7%	76
Spent on domestic vacations last 12 mo: <\$1000	15,824	11.9%	94
Spent on domestic vacations last 12 mo: \$1000-1499	7,155	5.4%	78
Spent on domestic vacations last 12 mo: \$1500-1477 Spent on domestic vacations last 12 mo: \$1500-1999	4,628	3.5%	87
Spent on domestic vacations last 12 mo: \$2000-2999	4,035	3.0%	74
Spent on domestic vacations: \$3000+	4,950	3.7%	77
Foreign travel in last 3 years	25,131	18.9%	75
Took 3+ foreign trips by plane in last 3 years	4,014	3.0%	67
Spent on foreign vacations last 12 mo: <\$1000	5,696	4.3%	78
Spent on foreign vacations last 12 mo: \$1000-2999	4,595	3.5%	87
Spent on foreign vacations: \$3000+			
Stayed 1+ nights at hotel/motel in last 12 months	3,942	3.0%	64
Ota you 1. The de thotoly motor in last 12 months	45,618	34.3%	83

Source: ESRI

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Bouldercrest Workers (Firmographics)

Bouldercrest's workforce is also a significant source of demand for retail goods and services and dining establishments. A 2004 study conducted by the International Council of Shopping Centers (ICSC) titled Office Worker Retail Spending Patterns yielded the following key findings:

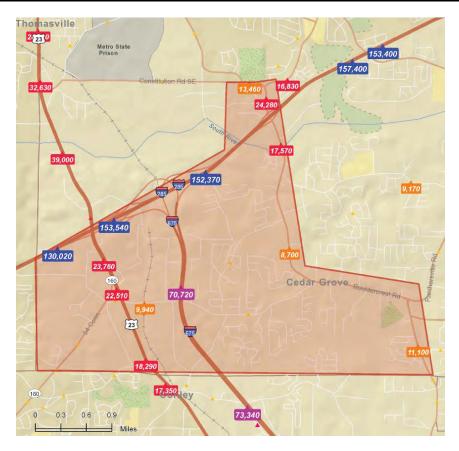
- Lunch has become less social in nature and more convenience-driven for office workers, with the proverbial "lunch hour" shrinking by 10 minutes
- Consumers working in downtown areas with limited retail are more likely to drive to lunch than those who work in downtown ample retail areas, which increases their total time away from the office during their lunch break 44 minutes on average compared to 40 minutes among those working in downtown ample areas.
- 84% to 85% of downtown workers purchase lunch outside the office (\$26 to \$28/weekly)
- 58% to 61% shop before, during and/or after work (\$14 to \$15 on variety, drug, convenience items/weekly)
- 35% to 36% socialize after work (\$13 to \$15 on dinner & drinks/ weekly)

Bouldercrest's study area has an estimated workforce of approximately 225 businesses and 21,400 workers. This was determined using findings from the ICSC Office Worker Retail Spending Patterns report and a range of estimated percentages of which those expenditures could be captured in Bouldercrest.

Commuter Demand

Commuter: 153,540 on 285 23,760 Mooreland

Est. Workers	Average Distance from Cedar Grove and Bouldercrest	Blended Capture Rate	Est. Projected Annual Expenditures	Est. Square Feet Supported at \$400/sf factor
21,400	1.37	20.5%	\$6,714,505	16,786



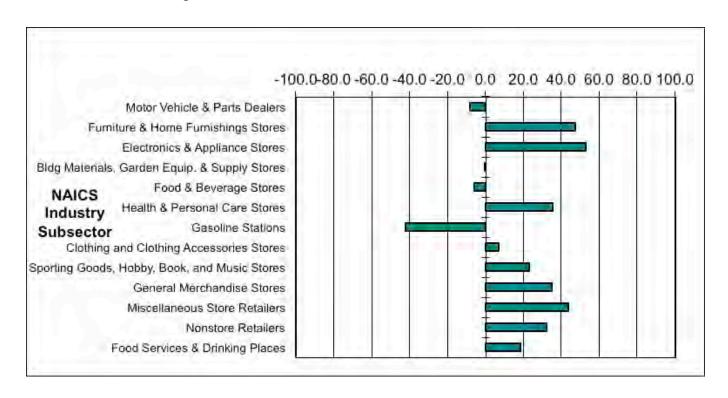
ADV	Average Trips per week	Site capture percentage	Annual Trips	Average amount spent	Estimated Annual Expenditure	Estimated square feet of demand generated
248,020	2.5	2.5%	775,063	\$7.10	\$5,502,944	13,757

Supply/Demand Analysis

ESRI: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

The leakage analysis is based on the geography established by the Primary Trade Area. The most noteworthy categories showing leakage are:

Other General Merchandise Stores (NAICS 4529) \$56,036,908
Department Stores (NAICS 4521) \$39,440,944
Limited-Service Eating Places (NAICS 7222) \$37,223,474
Electronics & Appliance Stores (NAICS 443/NAICS 4431) \$26,031,518
Full-Service Restaurants (NAICS 7221) \$24,968,300
Health and Personal Care Stores (NAICS 446/4461) \$24,505,319



Retail Summary:

Residential

- 192,000 Population
- 63,273 Households
- \$60,167 (2015)
- \$21,602/Yr HH Expenditures

Estimate: 225,000 – 400,000 sf demand

Firmographic

21,400 worker (15,000 to 30,000 SF demand)

Commuter

248k traffic (15,000 – 20,000 SF)

Summary of Current Conditions

Retail and Industrial space is expected to represent the majority of new development that will occur in the Bouldercrest study area on the immediate horizon. The office sector is weak but future recovery could lead to further development in appropriate quantities. Key findings from a review of market conditions include the following:

- Industrial Strongest sector. Capture will be commensurate with improvements within Study Area.
- Retail Virtually no supply with demand in excess of 350,000 square feet inclusive of residential, firmographic and commuter inputs.
- Residential Significant foreclosures and low job growth will drive short term demand to rental units. Demand for quality multifamily (150-225 units) exists in the market area.
- Office Challenged sector. Vacancy is high, compressing rents. The short term plan is recommended to be 'hold and monitor'. The corridor offers strategic positioning for long-term planning.

Note: The following section titled "Real Estate Conditions" was based on CoStar data using a 5 mile ring around the intersection of Interstate 285 and Intersection 675 at 33.672879, -84.328042.

Real Estate Conditions:

Residential

- Single Family in the Bouldercrest study area has experienced a modest growth of 1.3 %
- Multi family trends average 140 unit, of which 80% are between 2-4 stories
- The project finance model indicates using 50% conventional financing and 50% using tax credits.
- Anticipate modest residential growth with high credit requirements. The rental market in the immediate area should support 2-3 multi-family projects, not to exceed 300 total units.

Office

- The Bouldercrest office market inventory in 3Q 2011 was 2,368,172 square feet.
- Existing inventory has increased from 2,292,604 square feet of Rentable Building Area in 4Q 2008 to 2,368,172 in 3Q 2011.
- Current vacancy rate in the Bouldercrest market is 11.8%.
- Average net absorption in the Bouldercrest office Market from Q4 2008 to 3Q 2011 was 847 square feet per quarter.
- Average rental rate is \$15.65 up from \$14.82 in 4Q 2008.
- Potential available space delivery is 34,723 square feet in 1-3 months and an additional 40,185 square feet will be delivered at an undecided date.

Industrial

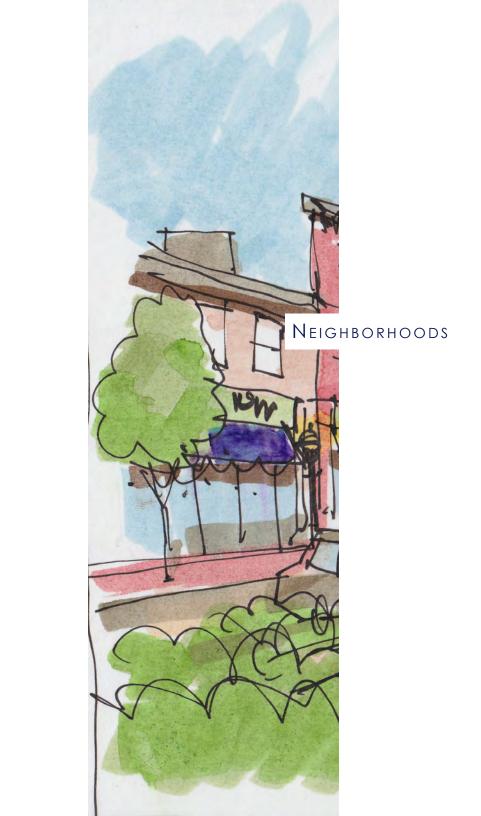
- The Bouldercrest industrial market inventory in 3Q 2011 was 22,226,024 square feet.
- Since 4Q 2008, the Bouldercrest market's occupied space has declined 851,061 square feet. 4Q 2008 had 26,095,888 square feet of occupied space and in the current quarter has 25,378,355 square feet.
- Existing inventory has also declined since 4Q 2008 with 31,855,016 square feet of Rentable Building Area to 29,226,024 square feet in the current quarter (3Q 2011).
- Average net absorption in the Bouldercrest industrial market from 4Q 2008 to 3Q 2011 was -60,273 square feet per quarter.
- Vacancy in the Bouldercrest industrial market is 13.2%.
- Rental rates are at \$2.72 in 3Q 2011 down from \$3.19 in 4Q 2008.
- The Bouldercrest market has a strong workforce, existing infrastructure for industrial, close access to Atlanta's Hartsfield Airport, CSX, and has immediate access to Interstate 285 and 675.
- Potential available space delivery is 3,425,169 square feet this quarter, 1,006,999 square feet in 1-3 months, 246,000 square feet in 4-6 months, and 1,024,188 square feet to be delivered at an undecided date.

Retail

- There are 8,249,787 square feet of retail space within 5 miles of the Bouldercrest study area.
- As of 3Q 2011, the average vacancy is 10.6%.
- Total occupied space has declined from 7,779,677 square feet in 4Q 2008 to 7,372,595 square feet in 3Q 2011.
- Average net absorption in the Bouldercrest retail market from 4Q 2008 to 3Q 2011 was -31,899 square feet.
- Rental rates have declined from, \$12.13 in 4Q 2008 to \$8.54 in 3Q 2011.
- Existing inventory has increased from 8,394,347 square feet of Rentable Building Area in 4Q 2008 to 8,249,787 square feet in 3Q 2011.
- Potential available space delivery is 877,192 square feet in the current quarter, 108,234 square feet in 1-3 months, and 133,387 square feet to be delivered at an undecided date.
- The Primary Trade Area has a purchasing power \$1.3 B with a \$51,000 median household income
- The immediate Bouldercrest area is void of almost all services and grocery excluding gas/convenience
- Active when unemployment at 8% and 10% retail vacancy







Sustainable, Equitable and Empowered; The Formula for Healthy, Informed, and Active Communities

Sustainable Communities

Triple bottom line efforts address not only the issues of economic and environmental sustainability but also social issues. At the end of the day, we don't plan projects for money or the environment - the end product serves people. If we build without listening to and addressing the needs of our communities there is a possibility of losing money, time, energy and potentially precious natural resources. Thoughtful processes to address the 3 legs of the stool can provide firm foundations and well-supported and utilized products. It can provide guidance to create healthy, accessible and livable neighborhoods. Working within a three-pronged approach does initially mean starting off with retraining and a new influx of partners, but the rewards are worth it.

The team's meetings with stakeholders revealed that there was some sense by citizens that they do not feel heard by the County. During the public meeting, the Team heard from a woman who was thumbing through the report from the last community effort two years prior. She commented that she wondered if this process was going to do any more than the process that had developed the document, which she believed had apparently meant nothing.

After hearing from other community members, the Team concluded that there was a sense of distrust of government and a sense of hopelessness around not feeling heard. Residents and stakeholders complained that, "Everything happens around us but not for us." Team members also experienced the unspoken language of eye rolling and other facial expressions that told the story. One participant captured the challenge facing the area: "We operate as subdivisions not neighborhoods." The team believes that this statement is both part of the problem and the solution.

The neighborhoods in this project area are not connected. A lack of connectivity results in 1.) Disconnect in the placement of industrial and residential areas and a lack of connections between neighbors and 2.) The ability for the residents of DeKalb County to build a cohesive organizing base to operate from a place of power, to have a unified voice and place of belonging and ownership over the neighborhood in which they reside, is constrained.

Due to these constraints, residents of the area do not enjoy what could be their share of the prosperity being created in their backyards from recent economic opportunities like the new energy being created by the solar landfill and other new innovations. However, they most definitely experience the burdens of toxic air, land and crime. These concerns represent the priorities the team heard from its meeting

with stakeholders.

Community Issues

- Truck issues
- Prostitution
- High crime
- Pollution
- Cancer concerns
- Asthma and other respiratory issues
- Lack of access to fresh fruit and vegetables
- Move from subdivisions to neighborhoods
- Need for good working partnerships



Equity

If it's not equitable it is not sustainable!

Planning and building projects require that a project is not only being designed to serve the current population, but also the growth and diversification of the community as demographics change with an influx of new populations, seniors and children. Prevailing best practices indicate that plans made with an equity lens incorporated in the original vision have better outcomes and results. Some of the questions we must ask ourselves include:

- As economic change occurs in our cities and counties are we addressing the needs of the population or have plans become outdated?
- As we experience increased issues regarding health and livability, are we considering the important components of a good quality of life like a great education, living wage jobs and complete neighborhoods?
- Are investments being made first in the historically underserved areas? failing or in poor condition in terms of their regular maintenance. This is substantially higher than other areas of the City.

For example, worksheets created for more equitable public involvement ask questions such as the following;



- 1. What is your goal of reaching this community?
- 2. How do you plan to connect with this community?
- 3. What type of relationship does your bureau currently have with this community and its leaders?
- 4. How can you build a relationship with this community? Who do you know that can help you build a relationship and engage with this community?
- 5. How can you learn what priorities and issues are important to this community?
 6. How do the priorities of this community match the priorities of your project?
 How will you draw a connection between what is important to this community and
- 7. How does your project help develop leadership or capacity for this

the elements of your project?

community? How did you leave the community?

- 8. How do you plan to maintain a relationship with the community during and after your project?
- 9. What are the major challenges and barriers you expect while implementing this plan? How do you plan to overcome these barriers? (Williams and Ahmed-Shafi 2010)

Empowerment of the Neighborhood system

An empowered neighborhood system can make a world of difference in how work in the county can be shared. It can alleviate mistrust of Government. It can

be instrumental in competition for funding; many funders prefer good working partnerships with active communities.

- •Are the people most directly affected by the decision making process not only sitting at the table but fully informed and empowered to participate in the process from the very beginning?
- Are the meetings times set to allow for maximum participation of community members who work during the day?
- Are the meetings located in the project influence area, i.e. do you go out into the neighborhoods or is everything downtown?
- Are traditionally underserved communities invited to the table?
- Do you provide documents in any other languages?
- Is there a need for childcare?
- Are you having meetings at mealtime?



- Could food be provided?
- Are historically underserved communities given the time and energy needed to gain the knowledge necessary to make informed decisions?

RECOMMENDATIONS

Good Neighbor Agreements (GNA) as well as Community Benefit Agreements (CBA) between stakeholders have proven to be a very effective way of achieving a new feeling of belonging and ownership in a community for all concerned. When

the people living, working and playing in a community together are able to build a sense of pride they are very well situated to drive those negative elements away from the community and foster more positive attractions in their area.

CPTED- Crime Prevention through Environmental Design

Crime Prevention through Environmental Design is a program that can teach people how to design areas for safety. Removing areas that are low visibly zones can diminish the ability for crime to happen in unseen areas. This is a great program and well utilized through the office of Neighborhood Involvement Crime Prevention Specialists. – Example: http://www.portlandonline.com/oni/

EJ view

EJ View is a relatively new tool that allows the user to plug in an address or area and be able to view a myriad of information about a particular area including geographic, demographic and pollution sites in your community. It is a great resource in being able to get information during the planning process. (EJ view- http://epamap14.epa.gov/ejmap/entry.html)

Gardens, Greenways and Pocket Parks

The Team heard a lot of interest in community gardens during the process, including container gardens as well as pocket parks. This area has some beautiful large parks which are currently underutilized, mostly because the only access is by car. Connecting the community through greenways, trails, smart transit and bikes will allow visitors many more options to access these already gorgeous areas. Because the subdivisions seem to have a lot of land around them the team also suggests local pocket parts as a way to unite the residents and encourage them to become neighbors.

Brownfields Assessment and Mapping

The team was amazed that this area has not been mapped out for Brownfields. Without this mapping it would be difficult to receive funding from the Federal government's many ARRA and other Brownfields grant programs. You must first determine the prevailing need as a prerequisite for funding, and this area should really be receiving some of the following funding:

- Grants for renovation, cleanup- http://www.epa.gov/brownfields/
- EJ grants including small grants and Collaborative Problem Solving (CPS) http://www.epa.gov/oecaerth/environmentaljustice/grants/index.html

Public Health

Environmental justice and public health go hand in hand. In fact, many public health issues are due to decades of environmental injustice! These two issues should always be considered together. Dr. Robert Bullard is the father of the Environmental Justice movement and is a Professor at Clark University in Atlanta where he runs the EJ Resource Center. It would be great for the community to invite him over to speak. One of the area stakeholders is a Pastor who approached the team and said he had never heard of Environmental Justice before and he was very interested. He could possibly open his church to host something. The team heard a strong sense of concern when health issues were mentioned to County officials and at one point were told that we would need to be careful in how health concerns were presented



because of the potential response. In an area that is this car- and truck-dependent and populated, it would be folly to ignore what is truly in your air.

At the end of the day, if people choose to not change the way they do business-to not invest in transit and not look at and do something about the high rates of respiratory disease and cancer in this county, they will continue to be unhealthy. You cannot receive money from the federal government to encourage people to walk on dangerous streets with no sidewalks in a hot climate laced with air toxics and expect them to be healthy - they will not be. The asthma rate is directly connected to the Air Quality Index and if you do not do the most for those sensitive populations like elders and children you will continue the vicious cycle of environmental injustice.

If instead of shying away from the information, you embrace it, you have a chance to change it. Health Education is key, knowledge is still power and sharing knowledge is justice.

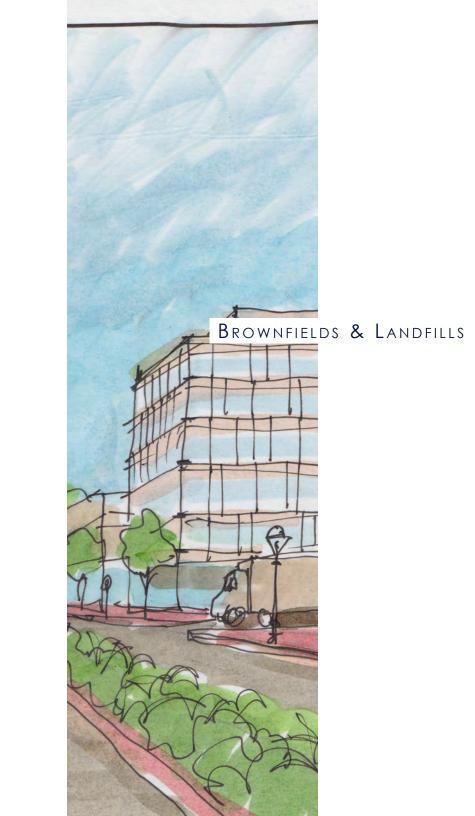
Resource for health info- http://www.niehs.nih.gov/health/impacts/index.cfm

Historically, the best stewards of our earth, whether they are urban, suburban or rural - never take more than they need and they always give back economically, environmentally and socially.

This is to say if it's not equitable – it's not sustainable!







Brownfields & Landfills

Brownfields are defined as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Southwest DeKalb County and the study area are home to several large landfills and a number of commercial and industrial users of hazardous substances and fuels. Such land uses can present challenges to redevelopment—the classic definition of a "Brownfields" site. In addition, rocks and soils in the study area may contain naturally-occurring asbestos. If disturbed during construction or otherwise, these minerals can present health hazards. Thus natural environmental conditions present a potential complication for real estate development in the area.

The U.S. Environmental Protection Agency administers grant programs for assessing and remediation of Brownfields. The unusual combination of naturally-occurring asbestos, large landfills, and other industrial uses in the study area may provide a competitive advantage for seeking such grant funds.

Landfill Sites

Figure 1 shows the locations of four landfills located in or near the study area. Three of the four landfills are large municipal solid waste landfills, and the fourth is a large landfill for construction and demolition debris. Scores of landfills in the United States have been redeveloped successfully for industrial, commercial, retail, residential and recreational land uses. Figure 3 is a collection of photographs taken from landfill redevelopment projects in the Eastern United States.

One of the most famous landfill redevelopment projects is Mount Trashmore Park in Virginia Beach, Virginia, where stairs help visit the top of the closed landfill mound to observe panoramic views. Lakes on the property support fishing and paddle boating, and site features such as a large children's play area and professional skateboard ramp help attract more than one million visitors per year. Mount Trashmore is highly visible as tourists drive into Virginia Beach along its only interstate highway—not unlike the setting of Hickory Ridge Landfill near the intersection of two interstate highways in Southwest DeKalb County.

Challenges for landfill redevelopment include proper management and control of potentially explosive landfill gas (LFG), foundation design to accommodate landfill settlement over time, maintenance of environmental controls such as leachate and stormwater collection, and management of wastes encountered during excavations. Technical approaches to address each of these challenges depend upon the characteristics (age, depth, type of waste disposed, etc.) of each landfill.



Figure 1: The four area landfills

Table 1. Landfills In and Near Study Area

	Tons of Waste in			
Landfill Name Place		Notes		
Hickory Ridge	6 million	Landfill is no longer receiving waste Unique geomembrane cap including 1 megawatt (MW) flexible solar panels		
		Up to 2500 cubic feet per minute (cfm) of LFG planned to be recovered for direct use		
Live Oak	5.3 million	Landfill is no longer receiving waste 6500 cfm of LFG recovered for direct use		
Seminole Road 10 million LFG used to generate 3.2 MW entry and a seminole Road Plans underway to treat LFG for		Landfill will continue to receive waste for ~ 60 years LFG used to generate 3.2 MW electricity Plans underway to treat LFG for use in compressed natural gas (CNG) fueling station for vehicles		
Donzi Lane		Concept plan for combination of mixed commercial and residential use on one part of the site, and public open land uses on another part of the site		

Table 2. Green Energy Benefits

Landfill		Passenger	Acres of
Use	MTCO2e/yr	Vehicles	Pine Forest
Hickory Ridge			
Solar (1MW)	6,040	1,184	1,288
Direct Use LFG (2500 cfm)	295,900	56,577	63,092
Live Oak			
Direct Use LFG (6480 cfm)	767,000	146,649	163,534
Seminole Road			
Electricity (3.2 MW)	135,700	25,948	28,936
Total	1,204,640	230,358	256,850

Landfill Sites

Table 1 lists the four landfills and summarizes for each the current status and plans to use LFG generated by the landfill and/or any plans for redevelopment. LFG consists of about half methane and half carbon dioxide, and it is formed as organic waste materials decompose in a landfill. Methane is the primary ingredient of natural gas, and LFG thus can be a significant source of energy. In addition, methane is considered a potent greenhouse gas, with each pound of methane having more than 20 times the global warming potential as a pound of carbon dioxide. By using LFG instead of other sources of energy, a user is reducing greenhouse gas emissions directly (by burning the LFG) and indirectly (by not using as much fossil fuel from other sources).

Recovery and use of LFG is one of the most reliable and proven types of "green" (environment-friendly) energy. By virtue of the projects in place or planned for the four landfills, Southwest DeKalb County is or soon will be one of the largest generators of green energy in the country. As shown in Table 2, the green energy benefits for the LFG projects underway or planned are substantial. The column "MTCO2e/yr" refers to the number of metric tons of "carbon dioxide" equivalent greenhouse gas emissions saved each year by virtue of the projects shown. The last two columns of the table show the equivalent number of passenger vehicles and acres of pine forest that it would take to account for the greenhouse gas savings.

The landfills in and around the study area are now or will soon be examples of the kind of renewable energy projects that are attractive to many, and could serve as a signature identity for the community. The landfills also are highly visible (see Figure 2), and if given a suitable nickname and brand (e.g., Gaffney Peach), could serve to reinforce the green energy character of the region.



Figure 2. Strong Visual Identity in Search of a Nickname



Figure 3. Examples of Landfill Redevelopment

Other Brownfields and Naturally-Occurring Asbestos

The many trucking terminals and support facilities in the study area store motor fuels and other hazardous substances, and it is likely that these materials have been released to the environment. According to the Georgia Environmental Protection Division, there are about 40 facilities in the study area with underground fuel tanks. About half of these have reported releases (some more than once), and there are seven facilities with either active remediation underway or planned.

There appears to be only one hazardous waste corrective action that has been required in the study area. The Arch Wood Protection facility on Koppers Road had a release of wood preserving chemicals, and has been undergoing remediation for several years.

There may be other facilities where environmental challenges could affect redevelopment potential in the community. Residents reported evidence of illegal ("midnight") dumping in vacant or abandoned lots, and at least one junk yard has been noted along the Moreland Avenue corridor.

Rocks and soils in the study area may contain naturally-occurring asbestos. If naturally-occurring asbestos is disturbed, asbestos fibers can be released to the air and create a hazard to nearby workers and others. Some jurisdictions have published guidance for those who may come in contact with known asbestos formations, and others require land developers to take precautions to control asbestos releases during construction.

Note

Occurrence: indicates that asbestos was reported at this site. The occurrence category includes (1) sites where asbestos-bearing rock is described in a geologic map or report; (2) asbestos noted as an accessory mineral or vein deposit within another type of mineral deposit.

Past Prospect: indicates that the asbestos deposit was prospected (evaluated) for possible commercial use, typically by trenching and/or drilling, but the deposit was not further developed.

In Georgia, naturally occurring asbestos has principally been found in ultramafic rocks.

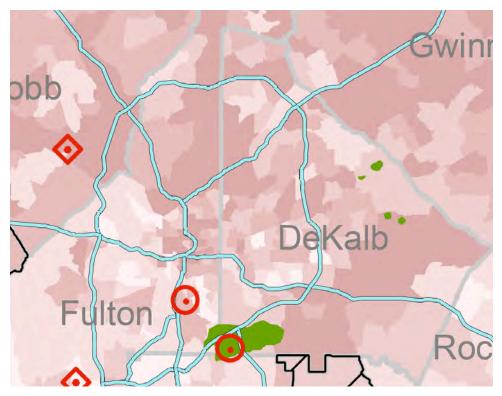
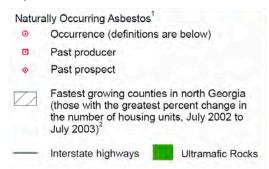
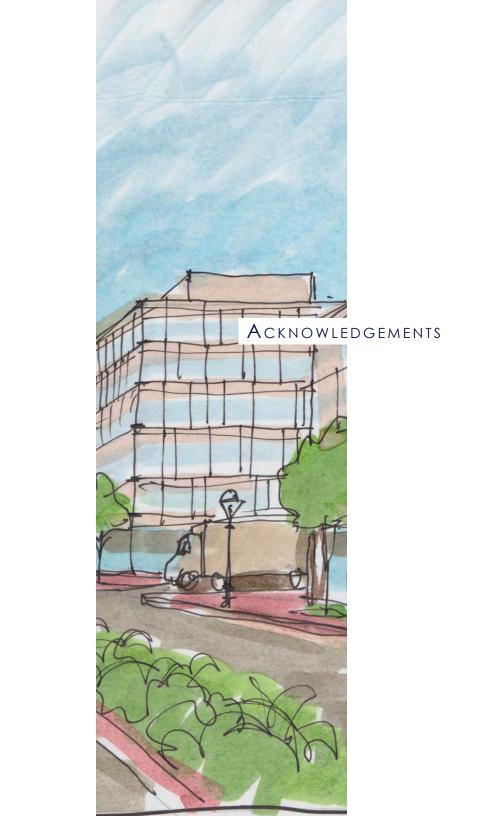


Figure 4.Area of Naturally-Occurring Asbestos

Source: ATSDR, "Naturally Occurring Asbestos and North Georgia Counties Among the 100 Fastest Growing U.S. Counties" (http://www.atsdr.cdc.gov/noa/docs/gamap.pdf)

Key:





Acknowledgements

The SDAT Team would like to thank the many organizations and individuals who made this process possible. In particular, we would like to recognize the following individuals for their significant contributions to the success of the SDAT process:

Andrew Baker, AICP
Director, DeKalb County Planning and Sustainability

Brian Brewer

DeKalb County Planning & Sustainability

David Green, AIA, LEED AP Perkins & Will

Sidney Douse, III, AICP Land Use Planner, DeKalb County Planning and Sustainability

Joel Gross President Conley Area Business Association

Chris Morris
Director, DeKalb County Community Development

Lee May
DeKalb County Commissioner

Edmond Richardson Commissioner Lee May's Office

Ernest Gilchrist Senior Project Manager, DeKalb County Economic Development

David Amaker President, Cedar Grove Coalition

Bettye Davis
Director, DeKalb County Neighborhood Empowerment

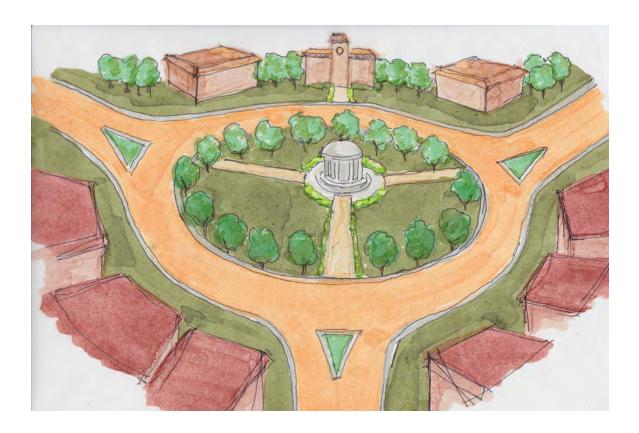
Kathie Gannon DeKalb County Commissioner





Acknowledgements - Local Volunteers

The SDAT Team would like to recognize the contributions of Ailien Vuong, a student at Georgia Tech, for her unique contributions to the team's studio sessions. Ms. Vong contributed to the graphic production and the team's final products with illustrations such as the drawing below. The team would like to express its gratitude for her numerous contributions to the process.





CHARRETTE TEAM



Mike Davis, FAIA (Boston, MA)

Charrette Team Leader

Mike's accomplishments are primarily demonstrated in three categories of his work: Public Policy Leadership, Knowledge-Sharing, and Sustainable Design Practice. As the Commissioner of Public Policy of the Boston Society of Architects

and co-chair of the Legislative Affairs Committee, he is active in advocacy for public policy initiatives that support sustainable design. As a member of Mayor Menino's Green Building Task Force, the Boston Civic Design Commission, and Governor's Patrick's Net Zero Energy Building Task Force, Mr. Davis is experienced in public policy implementation in support of sustainability. He serves as faculty and an Overseer of the Boston Architectural College, serves on the Board of Directors of the Green Roundtable, and has recently presented to Build Boston, the Northeast Sustainable Energy Association, the Environmental Design Research Association, the Massachusetts Climate Action Network, and served as a steering committee member and panelist at MassImpact: A joint BSA/MIT symposium in 2008 on our urban region's response to climate change. Under his design leadership, all of Bergmeyer's new and adaptive-reuse multi-family residential and university housing projects have been designed to LEED Silver minimum by using innovative site design solutions and greater building energy efficiency. Mike's projects have earned a grant from the Massachusetts Technology Collaborative to study renewable energy strategies and received a 2009 Boston Preservation Alliance award for historic preservation as well as a 2009 John M. Clancy Award for Socially Responsible Housing. Mike, a resident of Boston, MA, is a graduate of Pennsylvania State University's architecture program and earned his Master of Architecture from Yale University.

Bergmeyer is an award-winning Architecture and Interior Design firm specializing in commercial, housing, and institutional building design, workplace interiors, and retail and food service design for national and international clients. Bergmeyer has ranked as one of Boston's top 25 Architecture and Interior Design firms by the Boston Business Journal, as well as one of America's top 100 design firms in a survey by Interior Design magazine. Bergmeyer was founded in 1973 and currently employs a staff of 40.



Jeri Williams (Portland, OR)Neighborhoods

Jeri Williams serves as Neighborhood Program Coordinator for Portland's Office of Neighborhood Involvement. The Office of Neighborhood Involvement works to "Promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government

to build inclusive, safe and livable neighborhoods and communities." In her role as a neighborhood expert, Jeri manages the city's Diversity Leadership Organizing Programs designed to increase civic engagement of under-represented communities, and provides technical assistance and resources for seven neighborhood district coalitions and seven non-profit community groups representing communities of color and immigrant and refugee communities through the development and delivery of training on successful neighborhood organizing strategies. Jeri serves as a liaison across diverse community groups and between neighborhoods and local government.

Jeri has an extensive background in the environmental justice movement. She formerly served as Executive Director of the Environmental Justice Action Group, where she successfully fought Oregon Steel Mills Inc. to protect the minority communities nearby from its pollution. In 2006, she mobilized a group that opposed the U.S .Environmental Protection Agency's new regional director, a former Dow Chemical executive, helping keep the agency focused on environmental justice concerns. Jeri also has experience leading local labor movements. In the 1990s, she spent several years organizing workers to gain advances in living wage legislation, a Worker's Bill of Rights, and workers' compensation, as well as a series of environmental issues impacting workers in the Portland region.



Sanford Garner, AIA, NOMA, LEED ND (Indianapolis, IN)

Sustainability

Through his role as founding partner at A2SO4, Sanford Garner has focused on historic preservation, master planning, project assessment, and urban design. His experiences and interests in these areas were developed through his studies in Helsinki,

Finland and at University of California, Los Angeles, and through his work with DC Preservation League and HABS/HAER (Historic American Building Survey/Historic American Engineering Survey). His work has received such notable recognitions as "Best in American Living for Best Smart Growth Community" by the National Association of Home Builders and Professional Builders Magazine, "Awards for Excellence" from the Urban Land Institute, and the American Planning Association's "Implementing Smart Growth" Award, as well as numerous awards and citations for community development and design. In addition to his professional practice, Sanford has maintained a strong commitment to community service and development through his involvement with local and regional advisory councils and boards.

Jason Claunch (Dallas, TX)



Market Analysis

Jason Claunch is President of Catalyst, a retail consulting and recruiting firm based in Dallas, Texas. Catalyst has recently currently completed market analysis and recruitment projects with many communities including Arlington, Farmers Branch, Kyle, Edmond, Red Oak, Midlothian, Colleyville, Northlake, Trophy Club and DFW International Airport. Jason is currently working on projects that included Panera, Whole Foods, HEB and Wal-Mart as well as over 100 local

and regional tenants. Jason has consummated over 1,000,000 square feet of leases and closed over 190 raw land transactions.

Jason is experienced with the full lifecycle of real estate from initial market strategy, planning, entitlements, due diligence, design, vertical development and disposition using his extensive relationships with owners, developers, vendors, end users, and the brokerage community. Prior to Catalyst Commercial, Jason directed Billingsley's retail division, consisting of over 4,000 acres of raw land and portfolio

value of over \$1B. Prior to joining Billingsley Company, Jason was a partner of a Dallas based development company and was responsible for site/market planning, acquisition and development of projects in Colorado, Oklahoma, Arkansas, Louisiana, Georgia, and Texas for national tenants.

Jason also worked as a National Accounts Broker on multiple projects in Dallas, exclusively representing national accounts such as Wachovia Bank, Valvoline, Taco Bueno, CVS Pharmacy, Walgreens. Additionally, he completed projects for Target, Albertson's, Wendy's, Brinker, Eckerd's, Home Depot, Ross, PetsMart, Pier One, Staples and many other national concepts. He also developed additional business opportunities with third parties, and was responsible for internal development projects. Jason is an active member of the North Texas Commercial Association of Realtors (NTCAR), International Conference of Shopping Centers (ICSC), Certified Commercial Investment Manager (CCIM), Urban Land Institute (ULI), National Association of Industrial and Office Professionals, (NAIOP), Texas Municipal League (TML), Oklahoma Municipal League (OML), Texas Economic Development (TEDC) and NTCAR Young Professionals.

Mike McLaughlin, P.E. (Reston, Virginia) Landfill Redevelopment

Mike McLaughlin is Senior Vice President for Environmental Services for the firm of SCS Engineers, a national environmental engineering and construction firm, based in the firm's Reston, Virginia office. He directs the technical activities of the environmental services practice group for the firm, which includes Brownfields and voluntary remediation, all appropriate inquiry, hazardous waste, Superfund, storage

tank, and environmental management systems assignments.

Mr. McLaughlin has written and presented on a variety of technical and regulatory topics, with particular emphasis in recent years on technical aspects of coal ash regulation, redevelopment of closed landfill sites and urban Brownfields redevelopment. He has provided expert testimony in a number of state and Federal courts on matters involving hazardous waste, Superfund, and remediation, among other topics. He is a member of the American Bar Association's Section of Environment, Energy, and Resources. He earned his J.D. in 1979 from Washington & Lee University School of Law, and his B.S. in Civil (Environmental) Engineering from Virginia Tech in 1976. He is admitted to the bar of and a licensed professional engineer in the Commonwealth of Virginia.



Paul Morris, FASLA (Raleigh, North Carolina)

Smart Growth Principles

Paul Morris is president of Greenleaf Strategies, a professional consulting firm that specializes in providing planning, design and management services to public and private sector clients seeking to achieve sustainable outcomes for the built and natural environment. Paul brings a diverse set of skills to advancing high performance

urban planning, environmental design, public policy and growth management projects. His broad-based experience affords him the unique ability to facilitate complex and controversial challenges, often requiring consensus building among large and diverse stakeholder groups. He is recognized internationally for his contributions to the multi-modal transportation, urban regeneration, transitoriented development, sustainable investment and public-private partnerships. His approach to problem solving is derived from a deep sensitivity to the unique qualities of culture and place, permitting all to discover the values that connect us to the land. In all his efforts, he seeks to bring vision and value to the creation of walkable, mixed-use, compact communities that provide health, mobility and vitality for all. During his 30-year career, Paul has worked on more than 400 community planning, urban design and economic development projects located across 25 U.S. States and 10 foreign countries, ranging in scope from regional growth management and urban mobility policy; to regenerative real estate investment for distressed, emerging and world heritage sites. Whether working in small towns or big cities, Mr. Morris balances technical and political complexities to advance rapid implementation of environmentally stable, economically sound and socially equitable outcomes. For his efforts has earned many citations, honors and awards, including induction into Who's Who in America, induction as a Fellow of the American Society of Landscape Architects and as recipient of the USACE Commanding General's Medal of Excellence and ASSHTO Best Project of the Year award. Prior to forming Greenleaf Strategies, Mr. Morris spent two years at the private equity firm Cherokee Investment Partners where he developed and directed sustainable investment policies, green-building programs and signature public-private partnerships; overseeing all planning and design activities across the firm's \$2 billion portfolio of brownfield investments located across North America and Western Europe. He spent 8 years at Parsons Brinckerhoff – a global planning and engineering firm - where he rose from senior professional associate and project manager; to vice president and founding principal of PB PlaceMaking; to executive vice president and global director of strategic consulting and sustainability - forged a leadership role in age-in-place, healthy

living and transit+land use integration. Prior to joining PB, he spent 11 years at McKeever/Morris, Inc. where he led day-to-day operations, strategic planning, and management of special projects located across the United States, Canada and Japan. A landscape architect, urban planner and public policy mediator by training, Mr. Morris earned his bachelor of landscape architecture degree from the University of Oregon and graduate certificate in Zoning, Planning and Development from Harvard University. He is an active member of the American Planning Association, Urban Land Institute, National Trust for Historic Preservation, Congress for the New Urbanism and American Society of Landscape Architects where, in 2003 he served as national president. He has offered public and community service to more than 40 organizations from local neighborhood association to State Legislative Land Use and Environmental Laws Committee, to Congressional Livable Communities Task Force and the President's Council on Sustainable Development. He presently serves on the ICLEI STAR INDEX coordinating committee to establish national standards for local government sustainability. He has taught at the university level and lectured widely, addressing audiences at more than 100 conferences and symposia—including before the Congressional Black Caucus, U.S. Conference of Mayors, National Design Forum of Israel and the Royal Institute of British Architects. He has written, contributed to or been featured in publications on topics ranging from urban innovation and active living; to energy conservation, environmental restoration, brownfield redevelopment and civic memorials.



Sarah Crawford (Washington, D.C.)

Transportation Planning

Sarah Crawford is a Transportation Planner with the Department of Transportation Planning at the Metropolitan Washington Council of Governments. As a program manager for the National Capital Region

Transportation Planning Board's (TPB) Transportation/Land-Use Connections (TLC) Program, Sarah has managed multimodal projects on a wide variety of topics: bicycle and pedestrian safety and access, transit-oriented development, low impact development, commuter rail station access, mixed use development, among others. Sarah is responsible for the development of the monthly newsletter, TPB News and provides support for the TPB's Community Leadership Institute and Citizens Advisory Committee. In 2007, Sarah managed the development of the SAFETEA-LU compliant TPB Participation Plan. Prior to joining MWCOG, Sarah worked at the South Western Regional Planning Agency in Stamford, CT, and the District of Columbia Department of Transportation.



Julie Stuart, Making Ideas Visible (Atlanta, Georgia) Graphic Recorder

Throughout her career, Julie Stuart has drawn on both words and images to communicate ideas. With experience in journalism, public relations, environmental politics, political campaigns, and as a professional artist and teacher, her

interest in organizational change, strategy, advocacy and creativity has led her to visual facilitation where she combines skills as a deep listener and strategist who can easily synthesize, visualize and organize emerging ideas. Julie has a degree in political science from Purdue University and a Masters in Fine Art from Georgia State University. As a visual facilitator, she conceptually guides and maps conversations by clearly synthesizing and visualizing the wisdom in the room through deep listening for key concepts and themes. The people and organizations Julie works with are able to see emerging ideas woven into a story, allowing for navigation and common decisions about the way forward. This process has proven to be a useful tool for guiding groups as they undergo organizational change processes including strategic planning, visioning and branding. Julie's work has been featured in the Harvard Business Review and the Frankfurter Allgemeine (der FAZ).

AIA STAFF:

Joel Mills

Director, Center for Communities by Design

Joel Mills serves as Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Through its design assistance programs, the Center has worked in 55 communities across 32 states since 2005. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's career in civic health and governance spans over 17 years, and includes community-based technical assistance, process design, facilitation and training across a number of fields. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine, The Washington Post, and dozens of other media sources.

In December 2010, he was elected to the Board of Directors for the IAP2-USA. He is also a member of the International Association of Facilitators (IAF), the American Planning Association, the National Coalition for Dialogue and Deliberation (NCDD), and the Mid-Atlantic Facilitators Network.

Erin Simmons

Director, Design Assistance

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. To date, Erin has served as staff lead on over 20 design assistance teams. Prior to joining the AIA, Erin worked as senior historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.



