SANDY SPRINGS
GEORGIA

CITY COUNCIL AGENDA ITEM

TO: Mayor & City Council **DATE:** July 1, 2011

FROM: John McDonough, City Manager

AGENDA ITEM: LCI Review by Sandy Springs Mayor and Council

MEETING DATE: For Submission onto the July 12, 2011, City Council Regular Meeting Agenda

BACKGROUND INFORMATION: (Attach additional pages if necessary)

See attached:

Material

APPROVAL BY CITY MANAGER: _____ *APPROVED*

_____ *NOT APPROVED*

PLACED ON AGENDA FOR: 7/12/2011

CITY ATTORNEY APPROVAL REQUIRED: (✓) *YES* ( ) *NO*

CITY ATTORNEY APPROVAL: _____

REMARKS:

DRAFT

MARCH 2011

Perimeter @ The Center - Future Focus

2011 - A Ten Year LCI Update

FUNDED BY: Perimeter Community Improvement Districts (PCIDs) and Atlanta Regional Commission

PREPARED BY: Sizemore Group in collaboration with Huntley Partners and Kimley-Horn and Associates

PERIMETER COMMUNITY IMPROVEMENT DISTRICTS

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sizemoregroup

HUNTLEY PARTNERS

Kimley-Horn and Associates, Inc.

Credits

PERIMETER COMMUNITY IMPROVEMENT DISTRICTS

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Our thanks to the following people for their vision, insight, support and leadership throughout the LCI process.

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Executive Summary

Executive Summary

Perimeter, the premier edge city in the Southeastern United States, has grown over the last decade from a successful suburban office market to a vibrant mixed-use community. The LCI (Livable Centers Initiative) planning efforts in 2001 laid the foundation for transformation of Perimeter from a suburban edge city to urban mixed use community. Perimeter Community Improvement Districts (PCIDs) have been aggressively implementing the projects that were recommended in the 2001 LCI study as well as the 2005 LCI update (Perimeter Focus LCI Update). Perimeter continues to attract good corporations, businesses, hotels, and high quality retail and residences. The PCIDs recognize many assets and resources in Perimeter that offer tremendous potential for greater growth in the future. The desire to remain successful, competitive and sustainable for generations remains strong among all of the stakeholders as well as community. The PCIDs leadership and the surrounding community are committed to following the liviability goals over the next ten years.

- multi-use greenways
- cultural amenities
- civic gathering places

The market analysis projects significant demand over the next 25 years for Perimeter. The demand for office and retail is expected to almost equal the current inventory and the demand for residential is expected to increase five times that of today. The focus in the coming decades for Perimeter is to manage its growth and focus on livability enhancements and connectivity.

The framework of the "Perimeter @ The Center - Future Focus" - 2011- a ten year LCI update - is to focus on three areas:

- sustainable growth management
- livability enhancements
- connectivity

Meeting these goals will assist Perimeter, as well ask the region and demonstrate to the nation a model for sustainable growth in the next century.

Sustainable Growth Management

The Framework Plan recommends the implementation of the original LCI vision to build Transit Villages around transit stations. Focusing the future growth demand around the three transit stations creates high density mixed use environments to meet the goals of the Perimeter community and the region. These Transit Villages will offer housing choices, walkable livable neighborhoods with access to transit and provide opportunities to live and work in close proximity. This will reduce single occupancy transportation demand and improve air quality, economy and quality of life.

Livability Enhancements

The Framework Plan recommends improvements to create the following:

- A robust civic realm, providing access to diverse cultural, art and entertainment activities
- A Main Street that supports shopping, dining and entertainment activities
- A Town Square that provides civic gathering space that supports passive and active recreation, cultural activities, and fosters an overall sense of place

All of these improvements will help create a premier livable commuity.

Another critical component to livability is neighborhood design and walkability. Retrofitting the exiting large suburban street grid with a walkable compact street grid lined with buildings and civic gathering spaces will tie into the transformation of Perimeter from a suburban to urban community.

VISION

To transform Perimeter from suburban character to urban character with well articulated civic realm, amenities and facilities that provide a greater sense of place and creates a thriving active high quality of life and place that attracts diverse group of people, corporations, businesses and institutions and makes Perimeter the first choice in metro Atlanta and the Southeast. The evolution from a suburban edge city to a premier urban livable center that ensures long term economic, social and environmental sustainability of Perimeter.

"to be a premier urban livable center"

Connectivity

The Framework Plan provides three layers of connectivity between the various activities within Perimeter and the surrounding neighborhoods. The first layer addresses connectivity within the connected districts (distrcits as established by PCIDs) that are centered around high intensity nodes with pedestrian improvements. The second layer addresses connectivity between the connected districts and Transit Villages with pedestrian walkways, shuttle system, multi-use paths and bike lanes (multiple modes of alternate transportation) that facilitate mobility within Perimeter. The third layer addresses connectivity between the various districts to the surrounding neighborhoods with multi-use paths for pedestrians, bikes and Neighborhood Electric Vehicles (NEVs) and a shuttle system.

Goals

The Framework Plan section of the report is guided by the following community goals:

- Perimeter to be a premier market in the Southeast
  - to be the first choice for companies to locate and grow
  - to retain existing businesses and attract new quality businesses for long term economic sustainability
  - to be a diverse market that caters to different market sectors
  - to offer diverse choices and opportunities for residents, visitors and companies
- Future Growth
  - appropriate land use and mix of uses
  - sustainable growth management
  - to integrate transit and have vibrant Transit Villages (Transit Oriented Developments -TODs) at each of the MARTA stations with mixed-income housing and jobs to housing match
- Livability Enhancements
  - enhance walkable and pedestrian friendly environments
  - create a town center with a strong sense of place
  - to be a sustainable community – mobility and livability integrated with green infrastructure
  - offer cultural and recreational facilities and activities
  - civic realm with way finding and art works
- Connectivity
  - to create well connected – pedestrian, bike, shuttle, transit modes to and between various uses, nodes and neighborhoods
  - to create well connected greenways, parks and open space systems that enhances the natural terrain
  - to integrate waterways, lakes and ponds which are green assets to be used and leveraged
  - easy and convenient access to transit
  - reduce transportation demand
  - enable appropriate 'complete streets'
- Stakeholder participation and support
- Collaborative partnerships with private and public sector to implement the vision
- Retrofitting the edge city to an urban center
- To be a successful model for other suburban communities to emulate

Executive Summary

The implementation of the Framework Plan will require continued collaboration with various stakeholders and partners in both the public and private sectors. It will require working with private property owners and businesses to facilitate enhancements. It will require changes to the regulatory framework, incentives, guidelines for development, funding and detail implementation studies and plans. In particular, several transportation projects are identified to move forward with the implemenation of "Perimeter @ The Center - Future Focus" transformation and seeks implementation funds to continue to build a better region.

1 Introduction

1.0 :: Introduction

1.1 Overview

"Perimeter @ The Center - Future Focus" is the next evolution of 'Perimeter Focus', A Livable Centers Initiative (LCI) planning efforts that began in 2001 and was updated in 2005. 'Perimeter Focus' was the project name given to the 2001 planning effort that was jointly sponsored by the Perimeter Community Improvement Districts and Atlanta Regional Commission, Fulton and DeKalb Counties. Since the 'Perimeter Focus LCI Update' part of the PCIDs area has been incorporated into two cities, namely Sandy Springs and Dunwoody in 2005 and 2008 respectively. The PCIDs area includes three jurisdictions; City of Sandy Springs, City of Dunwoody and unincorporated area of DeKalb County. This current planning effort "Perimeter @ The Center - Future Focus" is the ten year LCI update for Perimeter's next transformation.

Perimeter is a major edge city in metro Atlanta and the premier office market in the southeast. It is the largest suburban office district in metro Atlanta. What was a farm land in the late 1960's, suburban residential and shopping in the 1970's, is now home to retail centers and office parks; world headquarters to global corporations such as UPS, Newell Rubbermaid, Cox Enterprises, and others; high rise office buildings; several educational institutions; and premier health-care Mecca for metro Atlanta, with three hospitals, hundreds of physician practices, multiple outpatient centers and support services. Perimeter is now becoming an active mixed use district with many new high end apartments and condos including high rise condo towers, such as recently completed Manhattan.

Perimeter is connected to Buckhead, Midtown, Atlanta and the worlds busiest Hartsfield International Airport via MARTA heavy-rail rapid transit. There are three MARTA train stations in the PCIDs area; Medical Center Station, Dunwoody Station, and Sandy Springs Station. Just at the north edge of the PCIDs boundary is the fourth station; North Springs Station, the end of north line.

LCI Projects

PCIDs have been aggressively implementing the projects that were recommended in the 'Perimeter Focus' as well as 'Perimeter Focus LCI Update'. Since the completion of the 'Perimeter Focus LCI Update' in March 2005, the PCIDs have completed most of the projects that were recommended. Out of the total thirty-nine projects in the five year work program, twenty-seven projects have been completed, five are currently underway and seven are waiting funding. They have had unprecedented success in acquiring state and federal dollars for executing these projects. Besides these they have undertaken numerous initiatives to improve the traffic, mobility, walkability, safety, connectivity and visual and aesthetic quality and experience. These initiatives not only address the issues of Perimeter but also benefit the Atlanta region and set a model for other suburban communities throughout the country.

The PCIDs boundaries overlap three local municipal jurisdictions; Sandy Springs, Dunwoody, and DeKalb County. The PCIDs will continue to work with these partners as well as regional and state partners such as ARC, GRTA, GDOT and others on implementing the "Perimeter @ The Center - Future Focus"

1.0 :: Introduction

Other Transportation Projects

Along with obtaining LCI funds, the PCIDs have also received funds through Transportation Enhancement (TE) Grants. Besides the improvements of PCIDs internal streets, there are few freeway projects underway; one, a new half diamond interchange at Hammond Drive and GA 400 that is currently under construction and two, a directional diamond interchange at Ashford Dunwoody and I-285, which is about to begin construction, first of its kind in the region. There are few high profile projects in planning stages; managed lane system along GA 400, interchange improvements at Abernathy and GA 400, interchange improvements at GA 400 and I-285, Revive 285 with potential light rail transit connecting east west from Doraville MARTA Station to Cumberland with a link to Dunwoody MARTA Station. These regional initiatives will further strengthen the transportation infrastructure, access and linkage to Perimeter.

Regulatory Framework

Collaborating with Sandy Springs, Dunwoody and DeKalb, PCIDs has successfully enabled the adoption of Perimeter Focus LCI Update vision into the Comprehensive Plans. The Comprehensive Plans of Dunwoody and the Sandy Springs have incorporated the vision and the land use recommendations. PCIDs continue to work with these partners to construct a regulatory framework to facilitate the implementation of the LCI vision.

Private Development

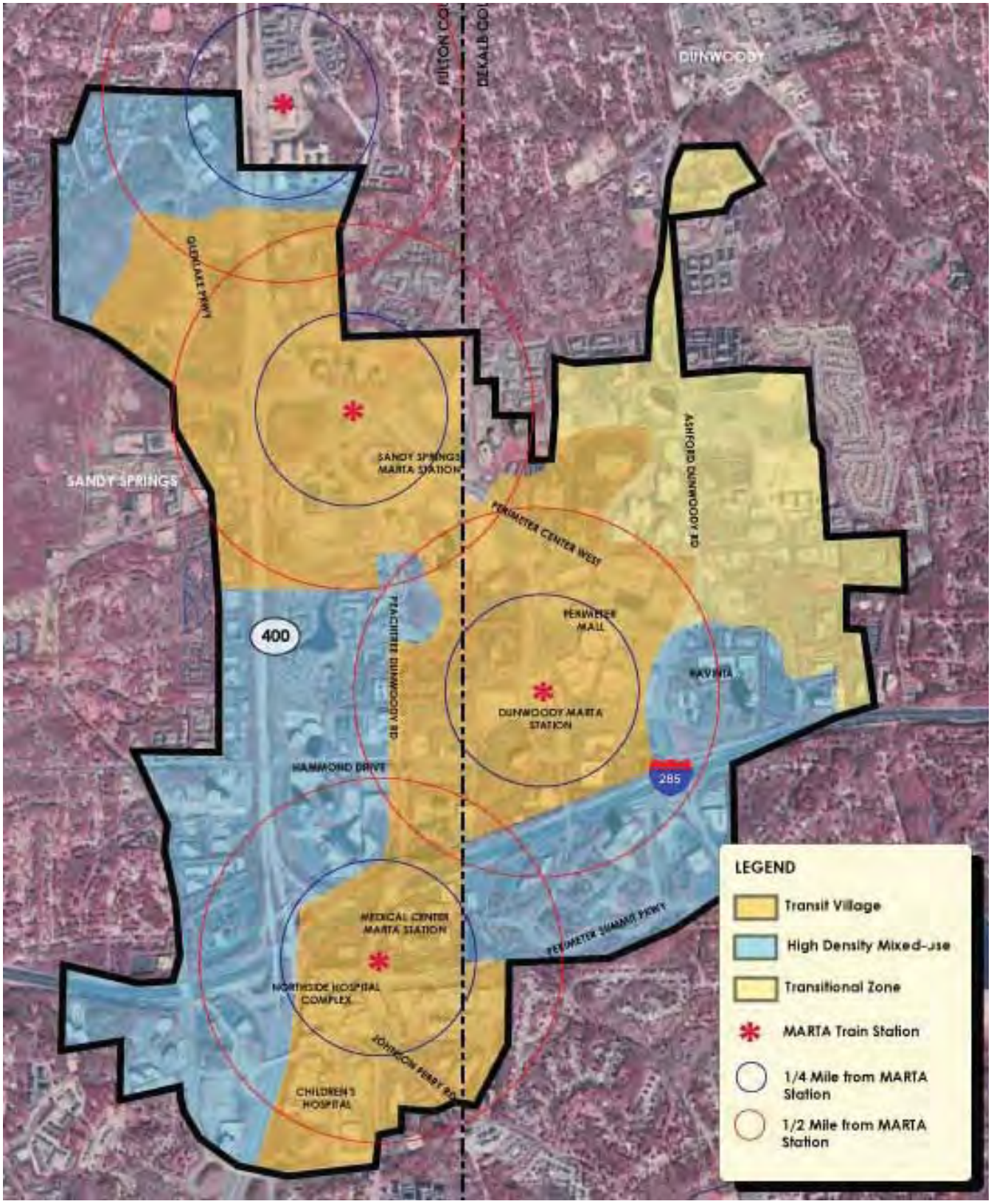
The LCI plan and implementation of projects has attracted a significant amount of private development including residential, commercial, office and hotels. Several of these projects are mixed-use developments. During the midst of this economic downturn, construction is still under way in PCIDs with the expansion of office buildings and new apartment and office buildings. Due to the economic downturn some of the planned projects are on hold and are anticipated to get back on line when the economic recovery begins.

There are number of significant projects currently on hold totaling over 5400 housing units, 1500+ hotel rooms, 1.3+ million square feet commercial and over 2.1 + million square feet of office. This would surpass the new development completed between 2003-2008.

Developments Completed (from 2003 to 2008)

Total Housing Units	- 3,437 units
Hotel	- 400 rooms
Commercial	- 821,303 SFT
Office	- 2,172,000 SFT

PERIMETER FOCUS - 2005 LCI UPDATE - FUTURE LAND USE PLAN



1.0 :: Introduction

1.2 Review of Perimeter Focus LCI Update - 2005

Through a comprehensive community participation process the 'Perimeter Focus LCI Update' established a vision for Perimeter. This resulted in a Framework Plan, which served as a comprehensive future land use plan, which has been adopted in the Comprehensive Plans of the jurisdictions as mentioned above. The Framework Plan divided the PCIDs area into three zones – Transit Villages, High-Density Mixed-Use and Transition Zones. These zones are based on location, future density and development character.

Transit Villages: Defined by a half-mile radius around the existing MARTA stations, the Transit Villages are planned as high-density urban districts promoting a mix of residential, commercial and institutional uses. Three reasons justify the need for parcels surrounding transit stations to develop at a higher density; firstly, major transit infrastructure provides alternative options other than automobile to commute and hence reduce the stress on roads, secondly, the land prices in this area requires a high-density of development to make the projects feasible and lastly, the metro Atlanta market is transforming rapidly with more people choosing to live in such urban environments. The changing demographics of increasing Gen Y generation and aging population prefer urban environments. Hence the market studies show a continuing demand for such transit oriented residential and commercial products.

High-Density Mixed-Use: Areas included in this zone enjoy excellent interstate access and currently house high-density office complexes such as Concourse, Ravinia and the Glenlake Parkway buildings. Based on the existing infrastructure and opportunities for new development, the Plan recommends continuing commercial development along with encouraging compatible residential uses to balance the office expansion. Three general areas are identified to be suitable for this type of development; 1. Ravinia and Perimeter Summit located north and south of I-285 respectively; 2. Parcels along GA-400 between Barfield Road and Peachtree Dunwoody Road south of Crestline Parkway; 3. The North Springs MARTA Station area and parcels along Glenlake Parkway west of GA-400.

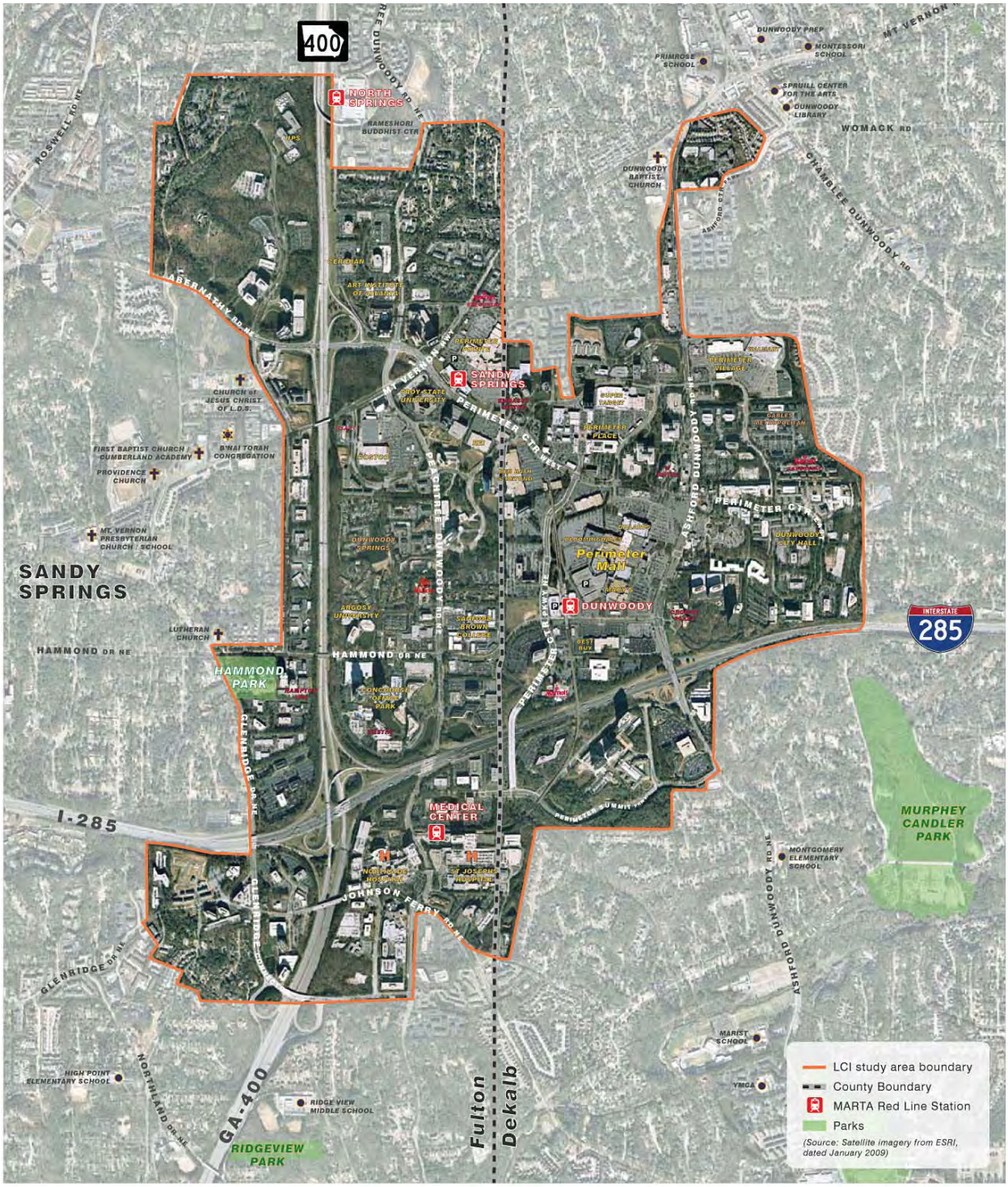
Transitional Zone: The Transition Zone addresses the single-family communities such as Sandy Springs, Dunwoody and North Brookhaven which surround Perimeter Center's commercial core. High land values have made these areas vulnerable to increased density, threatening their low-density residential neighborhood character. The Transition Zone addresses this issue by recommending a designated area with transitioning residential uses that are sensitive to the design and character of the adjoining communities. Parcels east of Ashford Dunwoody adjacent to Dunwoody neighborhoods are included in the Transition Zone.

Additionally, there was an overwhelming desire in the Perimeter community to create a true urban town center which would provide Perimeter an identity along with further reinforcing existing anchors such as Perimeter Mall.

The future land use Framework Plan continues to be relevant and consistent with the vision of the Perimeter community and the regional goals and vision.

PCIDs have completed most of the projects that were recommended for the five year work program of Perimeter Focus LCI update 2005. Out of the total thirty-nine projects in the five year work program, twenty-seven projects have been completed, five are currently underway and seven are waiting funding. The previous LCI studies did a commendable job in identifying the districts and appropriate land uses for those districts. Going forward there will need to be a refinement of the LCI Plan to transform the districts into walkable neighborhoods with appropriate block sizes and mix of uses in each district.

STUDY AREA MAP



PERIMETER CID LCI STUDY: AERIAL VIEW

0 500 1000 2000 5000 feet

0 1/4 1/2 1 mile

1.0 :: Introduction

1.3 Study Area

The study area includes the complete boundary of the PCIDs. It includes three jurisdictions; Sandy Springs, Dunwoody and unincorporated DeKalb County. The area is approximately 4.2 square miles. It includes three MARTA stations within the study area and one at the northern edge of the study area boundary. The study area includes major freeways – GA 400 and I-285 with exits at Peachtree Dunwoody, Ashford Dunwoody, Hammond and Abernathy and several major arterials; Perimeter Center Parkway, Perimeter Center East/West, Hammond Drive, Mt.Vernon and Glenridge Connector. The presence of these major freeways and arterials provides good access to Perimeter from all four directions. It effectively has 10-12 gateways into the Perimeter. Perimeter includes diverse uses and activities; office, commercial (shopping and restaurants), hotels, educational institutions, medical services and residential. It is rapidly becoming a mixed-use district.

2 Visioning

2.0 :: Visioning

2.1 Methodology

The 2011 LCI update takes the overall vision and recommendations of the original LCI plan and the 2005 update to the next step, by understanding the progress made thus far on LCI vision and projects and assessing the current and future needs and the issues of the community and the areas of more focused effort and the future growth potential of Perimeter, recommends a Framework Plan for implementation of projects for the next generation transformation of Perimeter.

Assessment

A review of previous LCI update, the projects implemented and currently underway, regional initiatives, plans of other jurisdictions, studies and other initiatives by PCIDs along with a windshield survey of the study area was conducted to assess the overall status of existing conditions and issues of importance. GIS data and aerial images were used for documentation of the assessment.

Stakeholder Input

Planning team conducted meetings with the stakeholders that included the three jurisdictions (Sandy Springs, Dunwoody, and DeKalb), PCIDs, MARTA, ARC and others to understand the various issues that need to be addressed. Public meetings were conducted to solicit input from the community to understand their issues and needs.

Community Survey

A community survey was conducted online to solicit community input that centered on issues of green space, culture, art, the civic realm, connectivity and sustainable initiatives. Through analysis of the survey results and the input from stakeholders and community, goals and the areas of focus were identified for the framework plan to address

Development Potential

As one of the fastest growing areas in the region, Perimeter has multiple projects underway and planned. As a premier office market in the southeast and the largest in metro Atlanta, it is anticipated to continue to have significant growth potential. A market analysis was conducted to update the 2009 RCLCOs (Robert Charles Lesser and Company) market study to take into account the current economic environment and the recovery. Through this analysis, potential market demand for residential, commercial and office uses is projected for the Perimeter over a 25 year horizon. This provided guidance to the future planning and development efforts and guidance to the framework plan.

Framework Plan

Framework Plan provides recommendations to address the various issues, goals and the future aspired vision. The Plan lays out a framework and a methodology for land use, development patterns, connectivity, civic realm, green space, culture, walkability and retrofit of existing suburban development pattern and the tools to enable implementation of the Plan.

Implementation

Following the development of Framework Plan, various projects and initiatives both short term and long term are identified to set the stage for implementation of the Plan. PCIDs continued collaboration with the three jurisdictions and various other partners and the success of attracting funds and implementation of projects will result in realizing the vision of the Framework Plan.

2.0 :: Visioning

2.2 Public Participation Process

Studies of this nature involve many participants and stakeholders. For the successful development of a Plan, it is imperative to hear all of the voices and integrate them in the planning process and efforts. We divided this large group of participants into three teams; Project Team, Core Team, and Community.

Project Team

Project Team is created to monitor the logistics of the study and schedule. The team consisted of representatives from the consultant team, PCIDs, and ARC. The Project Team met with Core Team to review documents, study findings and organize the various elements of the planning process.

Core Team

This is a larger group of community stakeholders who have a stake in the study area, the knowledge of the area and its vicinity, key challenges and issues. This team provided guidance to the project team throughout the planning process. They previewed the materials for the community meetings to ensure that materials reflected the interest of the community during the planning process.

Community

An extended group of people in the community; residents, business owners, visitors, property owners, employers, employees, and others who are interested in Perimeter.

Community Survey

As part of the public input a community survey was conducted on-line to solicit the community input that centered on issues of green spaces, culture, art and civic realm, connectivity and sustainable initiatives. Survey results are included in the appendix.

Stakeholder Input

Two meetings were held to gather input from the stakeholders on the various issues, challenges, needs and aspirations of the community.

Community Input

Two community meetings were held to gather community input in the various stages of the planning process. A community visioning meeting was held on January 18, 2011 to solicit input on the key issues, concerns and the long-term vision for Perimeter. Another community meeting was held on February 8, 2011 to solicit input on the Framework Plan concepts.

The planning team used input from the stakeholder and community meetings and incorporated them into the recommendations of the Framework Plan.

2.0 :: Visioning

2.3 Community Input

Strength, Challenges, Opportunities and Threats (SCOT)

Following is the summary of SCOT from the stakeholders and the community

Strengths

- 3 + MARTA stations within the PCIDs
- Known as a premier office market in the region, is aesthetically attractive and has good branding, reputation and a stable market.
- It is a major employment center
- Northside Medical employs more medical than any other in the region, possibly Southeast
- It is connected to great neighborhoods with good sense of community
- Perimeter's trend toward making it in-town living community
- Good regional and local connectivity, freeways and arterials both north-south and east-west connections
- Has potential to grow due to its assets, availability of land and location
- Surrounding neighborhoods have strong demographic profile and has educated residents
- Perimeter area has many entryways into the Perimeter market
- Attractive office buildings and competitive rates - 28+ million square feet of office space
- Diversity of market and uses, lot of services – shopping, restaurants and other amenities are available
- Significant new infrastructure investments are evident in the transformation the Perimeter have been making.
- Good multi-modal connectivity
- Good institutions – colleges and schools.
- Potential for livable/urbanized place – TODs (Transit Oriented Developments)
- PCIDs leadership and the PCIDs board's focused, relentless, unified and committed efforts to enhance Perimeter
- Multi-jurisdictions that PCIDs constitute is a strength, draws more investments
- Presence of hospital and medical center offers market potential for medical sector – biotech, bio-medical, nursing, etc.
- 18+ million visitors come to Perimeter annually – 60% of them are outside of the surrounding areas, Perimeter has a regional draw
- Regional projects; Managed lanes on I-285 and the Revive 285 will improve access and traffic congestion
- Perimeter been a model of success for other similar communities in the region.

2.0 :: Visioning

Challenges

- Lacks green space connectivity
- Needs more pedestrian connectivity
- More residential
- Traffic congestion at some locations impedes traffic flow, some locations are tricky to negotiate, need better signage – intersections at Mt.Vernon and Perimeter East and Ashford Dunwoody. The transition of travel lanes into turn lanes is confusing. Signs on the ground are not helpful, will need overhead or vertical signs that are clearly visible.
- Lacks inter-parcel connectivity and connection to transit
- Need to enhance hotel inventory, current inventory seems inadequate for convention and meeting events
- Need cultural assets and activities that can draw visitors
- Walkable link from MARTA to various activities
- Hotels within walking distance from MARTA
- Paying attention to walking districts within PCIDs
- Finer grain pedestrian connectivity to get rid of long blocks
- Inter-market circulation is a challenge - external freeway traffic affects accessibility and impacts the market
- Freeways divide the neighborhoods
- Not completely bike friendly
- Needs 'place making' and way finding to go to another level
- Short term there is more retail than demand
- Mall trends are changing
- Apartments are not desired by Dunwoody
- Breaking down the large scale auto dependant block sizes to create a more pedestrian accessible environment
- Improve way finding. In particular within a third of a mile of each transit stop is critical.
- Multi-jurisdictions – it is a challenge and as well an opportunity
- Retention of existing businesses
- Safety – there have been car break-in's in some locations – mall area surroundings

2.0 :: Visioning

Opportunities

- Has potential to complete a robust bike connectivity within the Perimeter and to other regional trail systems
- Opportunity to make streets 'Complete Streets' concept that allows streets for diverse modes of transportation
- Can create parks and greenways and a system of green space connectivity that links the entire system, internal as well as external
- Potential to add new markets, - bio-tech, bio-medical, nursing, entertainment, convention, etc.
- Potential to fill existing markets.
- To create an active life – night life, a theatre district (like Broadway, etc.)
- Opportunity to relieve choke point within Perimeter transportation system.
- Opportunity to partner with Art Institute and Spruill Center for Arts to attract cultural activities, facilities or design schools, galleries, etc.
- Several development projects are planned for the area, which will come back on line when the market comes back.
- Potential for office campus expansion
- To be a model for suburban to urban retrofit – developing parking lots and under utilized assets
- Improving the jobs to housing ratio
- Changing demographics offers opportunities – baby boomers, millennials, etc. – how do you appeal to these segments
- Asphalt and under developed areas offer potential for re-use. Perimeter Mall is thinking of some initiatives to redevelop some of the parking areas.
- Trolley or shuttle system (MARTA buses are too long a wait, not enough headway to be effective)
- Educating people about walking and biking
- Shared parking district-wide would help reduce the amount of parking lots
- Way finding signage – hotels, visitors, patrons
- Making it easier for development – permit process, approvals, etc.
- Capture the spending that goes out of Perimeter area for various services and amenities

2.0 :: Visioning

Threats

- Need to address current vacancies
- The economic recovery and market uncertainty in general
- Short term threat from competitive markets that have price advantage
- Competition from urban environments such as Buckhead and Midtown markets
- Retaining the companies such as UPS, etc. and ensuring their growth could be accommodated here
- Educating the community and local governments about TOD – need for housing densities, diverse product types and rental apartments
- Aging retail
- Insolvency of MARTA
- Complacency – need to make sure quality is maintained – all aspects of quality

Community Survey Results

An on-line survey was conducted to solicit community preferences with regard to three specific areas; cultural activities and facilities, recreational activities and facilities and sustainable design. Following is the summary of the survey results. See the appendix section for detailed results.

- Respondents: 74 percent of the respondents were those who shopped in Perimeter area, followed by 64.5 percent who worked in Perimeter and 26 percent who lived in Perimeter
- Age Group of Respondents: 44 percent of respondents belong to age group of 25-45 years, 38 percent to 46-60 years of age group and 17 percent to 60+ years.
- Cultural activities preferred to be added to Perimeter area: 60 percent preferred concerts, followed by 50 percent preferring festivals, art and craft shows, followed by 44 percent preferring museums, visual arts and galleries, followed by 36 percent and 37 percent preferring live theatre and wine and dine respectively.
- Recreational activities preferred to be most needed in the Perimeter area: 73 percent preferred multi-purpose trails and greenways, followed by 69 percent preferring pocket parks and picnic areas, followed by 61 percent preferring civic plazas and gathering spaces, followed by 51.5 percent preferring biking trails, followed by 45.5 percent preferring festivals, fair grounds and concert venues
- Willing to pay fees for acquisition of land and maintaining of recreational facilities: 56 percent said yes and 44 percent said no.
- Sustainable design components that are important: All of the four components; water quality and conservation, energy conservation and efficiency and transportation issues and air quality ranked high between 74 percent to 81 percent.

Three main preferences emerged from the survey; need for multi-use greenways, need for cultural activities and need for gathering places. Two other issues were brought up by the respondents; safety and housing options for diverse group of people.

2.0 :: Visioning

2.4 Goals

Following are the goals that emerged from the stakeholder and community input participation sessions.

- Perimeter to be a premier market in the Southeast
  - to be the first choice for companies to locate and grow
  - to retain existing businesses and attract new quality businesses for long term economic sustainability
  - to be a diverse market that caters to different market sectors
  - offer diverse choices and opportunities for residents, visitors and companies
- Future Growth
  - appropriate land use and mix of uses
  - planned growth management
  - to integrate transit and have vibrant Transit Villages (Transit Oriented Developments -TODs) at each of the MARTA stations with mixed-income housing and jobs to housing match
- Livability Enhancements
  - enhance walkable and pedestrian friendly environments
  - create a town center with a strong sense of place
  - to be a sustainable community – mobility and livability integrated with green infrastructure
  - offer cultural and recreational facilities and activities
  - civic realm with way finding and art works
- Connectivity
  - to create a well connected – pedestrian, bike, shuttle, transit modes to and between various activities, nodes and neighborhoods.
  - to create well connected greenways, parks and open spaces systems that enhances the natural terrain
  - to integrate waterways, lakes and ponds which are green assets to be used and leveraged.
  - easy and convenient access to transit
  - transportation demand reduction
  - enable appropriate complete streets
- Stakeholder participation and support
- Collaborative partnerships with private and public sector to implement the vision
- Retrofitting the edge city to an urban center
- To be a successful model for other suburban communities to emulate

VISION

To transform Perimeter from suburban character to urban character with well articulated civic realm, amenities and facilities that provide a greater sense of place and creates a thriving active high quality of life and place that attracts diverse group of people, corporations, businesses and institutions and makes Perimeter the first choice in metro Atlanta and the Southeast. The evolution from a suburban edge city to a premier urban livable center that ensures long term economic, social and environmental sustainability of Perimeter.

"to be a premier urban livable center"

3 Market Analysis

3.0 :: Market Analysis

3.1 PCIDs Existing Market Conditions and Projected Demand

The purpose of this analysis is to arrive at a common understanding of the Perimeter Community Improvement Districts' (PCIDs') existing economic strengths and challenges. This analysis is expressed in the context of the national and metro Atlanta economies as a means of understanding the PCIDs' relative position within metro Atlanta and highlighting its potential competitive advantages over ten-year and twenty-five-year time frames.

This analysis does identify current conditions and projected demographic and real estate conditions within the specific boundaries of the PCIDs – a 4.19 square mile area reflected in the map. (see Figure.1). The potential for new office, retail and residential development within the PCIDs does refer specifically to development demand that could occur within the boundaries of the PCIDs based purely on (1) the market areas from which demand is generated, (2) the projected growth in demand within these market areas and (3) the likely share of the total market demand (share of market or "SOM") that the PCIDs physical area could reasonably be expected to attract.

It is critical to the overall LCI update, however, that one understand that the demand projections contained in this Market Analysis component relate only to the demand itself. It does not assume that all demand can be accommodated physically within the physical boundaries of the PCIDs, nor does it assume that all such demand-driven demand is desired by the PCIDs and its membership.

3.0 :: Market Analysis

Definitions of Perimeter CIDs Market Areas

The analyses of current and projected demographic profile as well as the potential market-driven development growth are based fundamentally on the market areas that the real estate market – office, retail and residential for purposes of this analysis – depend upon for support and growth. In this analysis, each industry type has a related market area.

Retail and Residential

The PCIDs "study area" is defined by its formal boundaries (Figure 1). The local resident market area – the basis for a major portion of both retail and residential demand – is defined as the combination of three "levels" of market area (Figure 2): a Primary Market Area defined as that area within three miles of the center point of the PCIDs, a Secondary Market Area defined as the area 3-6 miles from the PCIDs center, and a Tertiary Market Area extending 6-10 miles from that center. The PCIDs "center" for market-area purposes is a point directly on the Fulton-DeKalb County line between Crestline Parkway and Perimeter Center Parkway.

Figure 1. Perimeter CIDs Boundaries

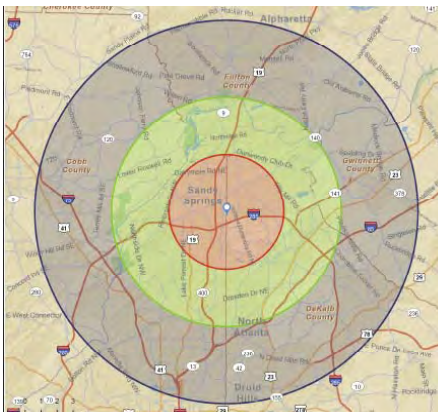


Figure 2. PCIDs Primary, Secondary and Tertiary

Office

Demand for office space is driven fundamentally by employment growth. A particular sub-market's (e.g. PCIDs) ability to capture that demand is primarily based on its location strengths, existing inventory size, industry mix and "address" – an intangible combination of perceived image, quality, safety, convenience, culture, visual appeal and emotional satisfaction. With respect to the fundamental driver – area employment growth – the PCIDs office market is clearly defined in Atlanta's real estate community as the Central Perimeter Submarket and in the Atlanta Regional Commission's definition of the "Sandy Springs Superdistrict."

Industrial

The PCIDs area is not considered an industrial market, nor is such development considered either appropriate given the area's higher-end commercial and residential product mix or cost-effective given the higher cost of land. The Industrial market is not considered in this market analysis.

3.0 :: Market Analysis

Perimeter CIDs and Market Area Demographic and Income Profile: Key Characteristics - Summary

The PCIDs and its related local residential market areas have not been spared from the impact of the national recession that began in 2007 and, while technically over, still significantly affects the Metro Atlanta region and, to varying degrees, its various sub-markets. However, the PCIDs and its retail and residential market areas have not been as negatively impacted as most other area of Atlanta due to a number of basic demographic and income strengths that those market areas – collectively the "PCIDs Market Area – share: . [All basic demographic and income data come from ESRI.]

	Summary Profile: 2010				
	PCIDs	*0-3 miles*	*3-6 miles*	*6-10 miles*	*Metro*
Population	**10,205**	98,899	249,369	622,770	5,611,180
Households	**5,568**	45,045	98,082	254,561	2,025,678
Avg Household Income	**$ 95,774**	$ 108,134	$ 114,156	$102,749	$ 85,998
Per Capita Income	**$ 51,814**	$ 48,986	$ 45,372	$ 42,343	$ 31,282
Avg Home Value	**$ 253,229**	$ 297,987	$ 359,906	$278,942	$ 189,450
Housing Units	**7,296**	52,235	109,980	283,646	2,253,956
Owner Households	**20.7%**	39.4%	43.3%	45.7%	59.8%
Renter Households	**55.6%**	46.8%	45.9%	44.0%	30.1%
Vacant Housing Units	**23.7%**	13.8%	10.8%	10.3%	10.1%

Individual demographic and income components support this profile of a strong, affluent surrounding community and adjacent retail and housing PCIDs Market Area with strong growth potential.

	Median Home Value				
	PCIDs	*0-3 miles*	*3-6 miles*	*6-10 miles*	*Metro*
2000	$ 228,349	$ 261,802	$ 256,478	$193,710	$ 130,800
2010	**$ 238,199**	**$ 261,675**	**$ 274,746**	**$206,627**	**$ 145,533**
2015	$ 248,684	$ 265,462	$ 278,529	$216,176	$ 154,774
2021	$ 261,877	$ 270,079	$ 283,137	$228,219	$ 166,641
2000-10 AGR	0.42%	0.00%	0.69%	0.65%	1.07%
2010-15 AGR	0.87%	0.29%	0.27%	0.91%	1.24%
2010-15 Growth	$ 10,485	$ 3,787	$ 3,783	$ 9,549	$ 9,241
2015-21 Growth	$ 13,193	$ 4,617	$ 4,608	$ 12,043	$ 11,867
2010-21 Growth	$ 23,678	$ 8,404	$ 8,391	$ 21,592	$ 21,108

	Median Home Value				
	Primary Market Area as % of Metro				
	PCIDs	*0-3 miles*	*3-6 miles*	*6-10 miles*	*Metro*
2000	175%	200%	196%	148%	100%
2010	**164%**	**180%**	**189%**	**142%**	**100%**
2015	161%	172%	180%	140%	100%
2021	157%	162%	170%	137%	100%

Summary Profile

- Currently large and increasing number of households
- Currently and increasingly affluent households
- Current and increasing high home values
- Current and increasing disposable income

Home Value

- All parts of PCIDs Market Area extremely high
- Projected increase in PCID itself triple those of primary and secondary market areas, equal to tertiary market
- Actual dollar increase significantly larger than all markets and Metro Atlanta
- Relative current and projected values readily apparent in PCIDs Market Area median home values in relation to Metro Atlanta

3.0 :: Market Analysis

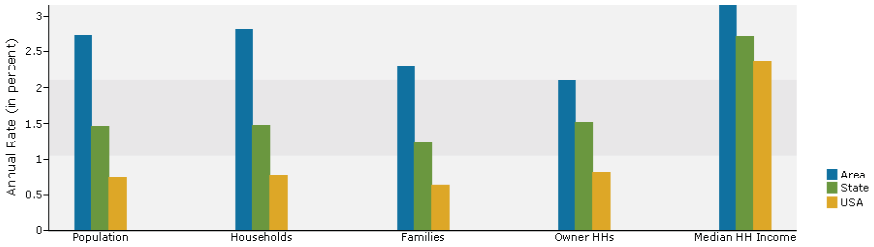
Perimeter CIDs and Market Area Demographic and Income Profile: Key Characteristics - Summary (Contd.)

Household Income

- All parts of PCIDs Market Area extremely high
- Projected growth over the next 5-10 years much better than Metro Atlanta overall
- Actual dollar increases strong, particularly in Primary and Secondary markets

	PCIDs	0-3 miles	3-6 miles	6-10 miles	Metro
2000	$ 60,188	$ 63,940	$ 59,999	$ 57,722	$ 51,657
2010	**$ 75,494**	**$ 79,185**	**$ 76,722**	**$ 75,248**	**$ 68,106**
2015	$ 88,185	$ 94,785	$ 91,554	$ 87,864	$ 78,229
2021	$ 106,261	$ 117,613	$ 113,184	$105,825	$ 92,382
2000-10 AGR	2.29%	2.16%	2.49%	2.69%	2.80%
2010-15 AGR	3.16%	3.66%	3.60%	3.15%	2.81%
2010-15 Growth	$ 12,691	$ 15,600	$ 14,832	$ 12,616	$ 10,123
2015-21 Growth	$ 18,076	$ 22,828	$ 21,630	$ 17,961	$ 14,153
2010-21 Growth	$ 30,767	$ 38,428	$ 36,462	$ 30,577	$ 24,276

The "Trends 2010-2015" chart below reflects the extent to which the PCIDs Market Area's projected annual household income growth should be considered extremely strong relative to state and national trends.



Housing Unit Occupancy Status

- Relatively high percentages of housing unit vacancies in the PCIDs Market Area
- Good balance of owner-to-renter in occupied housing units throughout PCIDs Market Area
- Higher vacancies in PCIDs itself likely due to large, recent (pre-recession) development of condominium/townhome units

	Housing Units: 2010 Occupancy Status				
	PCIDs	0-3 miles	3-6 miles	6-10 miles	Metro
Owner-occupied	1,510	20,596	47,610	129,689	1,347,526
Renter-occupied	4,058	24,449	50,472	124,871	678,152
Vacant	1,728	7,190	11,898	29,086	228,278
Owner-occupied	20.7%	39.4%	43.3%	45.7%	59.8%
Renter-occupied	55.6%	46.8%	45.9%	44.0%	30.1%
Vacant	23.7%	13.8%	10.8%	10.3%	10.1%

3.0 :: Market Analysis

Perimeter CIDs and Market Area Demographic and Income Profile: Key Characteristics - Summary (Contd.)

	Employment: 2010				
	PCIDs	***0-3 miles***	***3-6 miles***	***6-10 miles***	***Metro***
White Collar	**88.3%**	82.5%	72.0%	76.6%	67.3%
Services	**7.8%**	11.2%	13.9%	12.6%	14.5%
Blue Collar	**3.9%**	6.3%	14.0%	10.8%	18.2%

	Employment by Industry: 2010				
	PCIDs	***0-3 miles***	***3-6 miles***	***6-10 miles***	***Metro***
Construction	**2.6%**	3.8%	8.6%	5.8%	7.5%
Manufacturing	**3.6%**	3.9%	4.8%	5.0%	7.0%
TCU	**8.0%**	7.8%	7.6%	8.8%	10.2%
Wholesale	**3.1%**	3.1%	3.3%	3.5%	3.8%
Retail	**8.9%**	10.3%	10.0%	10.4%	11.5%
FIRE	**14.7%**	13.0%	11.0%	10.0%	8.1%
Services	**56.7%**	55.7%	51.8%	53.4%	47.1%
Government	**2.4%**	2.4%	2.6%	3.1%	4.4%

TOTAL	**5,654**	**47,535**	**117,483**	**294,862**	**2,350,787**
Construction	147	1,806	10,104	17,102	176,309
Manufacturing	204	1,854	5,639	14,743	164,555
TCU	452	3,708	8,929	25,948	239,780
Wholesale	175	1,474	3,877	10,320	89,330
Retail	503	4,896	11,748	30,666	270,341
FIRE	831	6,180	12,923	29,486	190,414
Services	3,206	26,477	60,856	157,456	1,107,221
Government	136	1,141	3,055	9,141	103,435

Employment Composition

- Extremely high proportion of White Collar jobs within the PCIDs itself, reflecting the office real estate market base that already exists
- Very high percentages of White Collar jobs within the overall PCIDs Market Area, supportive of both the market area's overall affluence (critical to retail demand) as well as the local labor force that can fuel future office employment growth
- Extremely high percentage of jobs in Services (Professional and Business Services) and FIRE (Finance, Insurance and Real Estate), indicative of higher-salary "premium" jobs

3.0 :: Market Analysis

Current National Real Estate Markets

The impact of the global economic recession in 2009 was experienced by commercial real estate markets around the world, according to the 24th annual Global Market Report released by NAI Global. Rising vacancy rates and declining rental rates defined nearly every market and sector here in the United States. Eroding demand and increasing supplies of sublease space further impacted the market, leading to a near standstill in transaction volume.

Banks and financial institutions are expected to clean up their balance sheets and move more aggressively to dispose of commercial real estate loans and financially distressed real estate assets in the coming year. As a result, investors who have been sidelined by economic uncertainty will see tremendous acquisition opportunities

The commercial real estate market in the United States continues to face a long road to recovery. According to the NAI report, office property vacancy rates are continuing to rise, and severe job losses have resulted in increasing shadow or sublease space along with tenant inducements. In the past six months, multi-family starts have fallen 75% and are expected to remain low due to the shortage of available construction capital. According to the report, the sector will take longer to rebound and will not see a recovery until mid-2011 or later.

Retail vacancies continue to rise across the nation, and construction in the retail sector dropped nearly 50% from its peak in 2007. In addition, the vacancy rate for areas sought out by the big-box retailer segment, soared to 9.8% last year, and the average rental rate fell to $19.46 per square foot per year.

In a recent (Feb 15 2011) report, Marcus & Millichap Real Estate Investment Services predicted that retail properties In a recent (Feb 15 2011) report, Marcus & Millichap Real Estate Investment Services predicted that retail properties were “poised to rebound as economic conditions strengthened.” The report stated further: “In spite of short-term fears including unrest in the Middle East, a spike in commodities prices and concerns over the nation’s growing budget deficit, the U.S. economy continues to strengthen. Corporate balance sheets have improved significantly, consumer confidence is building and retail sales improved markedly during the 2010 holiday season. These positive factors bode well for the U.S. retail real estate sector, which recently reached bottom.

According to the U.S. Department of Housing and Urban Development, Housing market conditions are showing signs of stabilization during the first quarter of 2010, after a downward trend that began in the first quarter of 2006 and just started to reverse itself in the second quarter of 2009. This recovery is tenuous as single-family housing permits and starts increased in the first quarter of 2010, but the number of single-family housing completions fell. Also, the marketing sector performed poorly as the sale of new and existing homes both fell.

3.0 :: Market Analysis

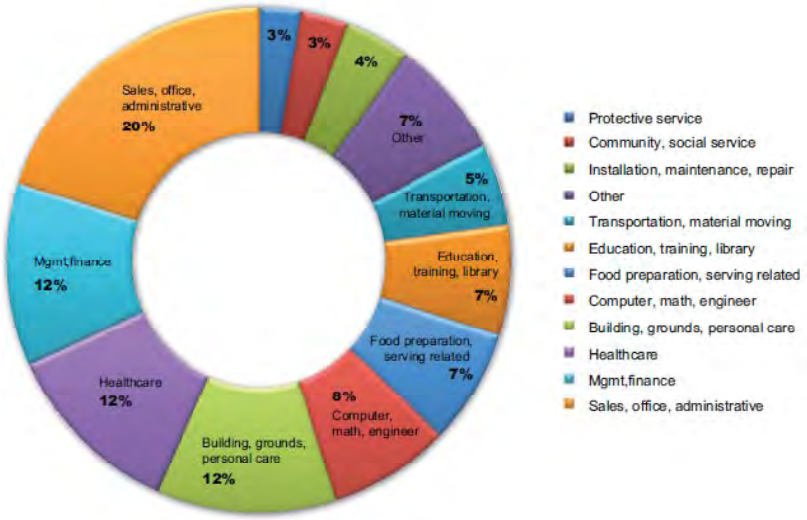
Current Metro Atlanta and Local Area Real Estate Market Conditions

Employment Growth Projections

Recovery across all industries will occur only as employment grows. In its just-released (February 2011) 2010-2040 regional population and employment projections, the Atlanta Regional Commission lowered its estimates of job growth in the 20-county Atlanta region, last published in 2009. Nonetheless, the ARC's population and employment forecasts show moderately-strong long-term growth for the 20-county Atlanta region. ARC expects that 8.3 million people will call the region home by the year 2040, an increase of roughly three million people from today. Job growth, although not as robust as in the 1990s, will remain strong in the long-term, as well. ARC forecasts the region to have 3.65 million jobs by 2040, an addition of about 1.5 million jobs from today.

One of the more significant trends ARC expects is the shrinking of the labor force participation rate (LFPR) over the coming decades. The labor force participation rate is expected to fall from a high of almost 74% in 2000, to around 62% by 2040.

ARC expects the Health Care/ Social Assistance sector to be the leading growth industry, adding some 276,000 jobs between 2005 and 2040. Professional and Technical services will add the second-most jobs, up 257,000, while the Real Estate sector will rank third, up some 150,000 jobs.



In terms of specific occupations, then, it should be no surprise that healthcare occupations will be one of the leaders in percentage change between 2005 and 2040, ranking second behind education occupations. Sales, office and administrative occupations will capture the bulk of the growth between 2005 and 2040. Management and finance occupations, healthcare occupations and occupations in building, landscape and other personal services will each capture 12% of all growth in occupations between now and 2040, ranking them just behind healthcare employment over the new three decades.

Calendar Year Job Additions

Calendar Year	Employment	Premium Jobs	% of Total
2010	-12,500	-7,000	
2011	42,500	11,800	27.7%
2012	51,600	13,300	25.7%

Average Annual Forecast Growth 1990 – 2040

	1990-2000	2000-2010	2010-2020	2020-2030	2030-2040
Population	120,023	121,059	97,950	92,460	87,837
Employment	85,712	-9,734	60,446	53,071	63,745

In the short-term, according to Dr. Rajeev Dhawan, Director of the Economic Forecasting Center of Georgia State University, the Atlanta metro area, after losing almost 129,000 jobs in 2009, will experience a moderate loss of 12,500 in calendar year 2010. In calendar year 2011, 42,500 job gains are expected, including 11,800 "premium" job gains. The recovery picks up in 2012 when 51,600 jobs (13,300 premium jobs) are expected to be created. By Dr. Dhawan's estimates, Atlanta's unemployment rate will increase to 10.7% in 2010 from 9.8% in 2009. In 2011 the unemployment rate will decrease to 10.2%, decreasing again to 9.7% in 2012.

3.0 :: Market Analysis

Atlanta Office Market: Existing Conditions

The Atlanta Office market ended the third quarter 2010 with a vacancy rate of 17.6%. The vacancy rate was up over the previous quarter, with net absorption totaling negative (590,194) square feet in the third quarter. Vacant sublease space increased in the quarter, ending the quarter at 2,993,713 square feet. Rental rates ended the third quarter at $18.88, a decrease over the previous quarter. A total of seven buildings delivered to the market in the quarter totaling 48,543 square feet, with 327,198 square feet still under construction at the end of the quarter.

As it relates to the office market recovering, Atlanta remains in a holding pattern. The wait will likely be prolonged as well. With almost 4.0 million square feet of occupancy lost between third quarter 2009 and third quarter 2010, the Atlanta office market is just now beginning to see signs of stabilizing. As mentioned, a record amount of available office space exists in the market. This by-product of the economic downturn and overzealous spec developers will require years of sustainable growth in order to return to a more balanced market. The good news is the economy is beginning to strengthen and Atlanta office leasing is more active now than it was twelve months ago. In addition, no speculative construction is taking place in the market which is welcomed. Heading into 2011, office leasing activity is expected to intensify with a number of large space requirements likely to be signed. The majority of these requirements, however, will be lateral moves within the market, meaning modest absorption will persist. Outside of these transactions though, Atlanta will maintain its significance as a regional hotspot for companies to consolidate their offices.

The consensus among local and regional forecasters is that, while its economic fundamentals remain solid, Atlanta is likely to lag other major markets in restoring occupancy rates. Although service producing jobs are expected to show improvements by the second half of 2010, banking and housing industry woes will continue to counterbalance Atlanta office market growth in the coming year. In addition, the city saw the delivery of three large office buildings totaling 1.6 million square feet in 2010, over 75% of which is currently vacant. The imbalance this creates between supply and demand means the Atlanta market will be saturated potentially with a six-year supply of office space.

Source: CoStar

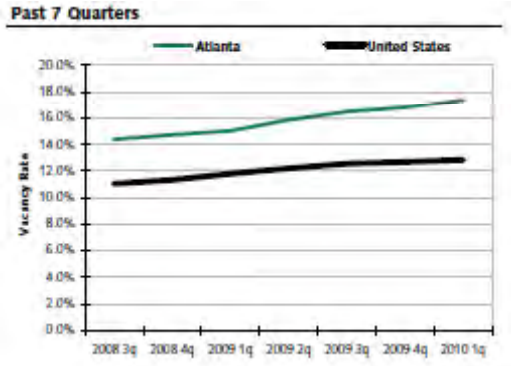
Office Market Conditions: Metro Atlanta Office Market

Period	Total RSF	Vacant RSF	Vacancy Rate	Net Absorption	Delivered RSF	RSF Under Construct	Quoted Rates
2010 3Q	280,131,514	49,420,184	17.6%	(590,194)	48,543	327,198	$ 18.88
2010 2Q	280,082,971	48,781,447	17.4%	61,984	9,696	312,579	$ 18.99
2010 1Q	277,524,378	48,242,581	17.4%	(163,337)	1,690,320	85,536	$ 19.09
2009 4Q	275,834,058	46,388,924	16.8%	(816,091)	100,106	1,733,970	$ 19.14
2009 3Q	275,733,952	45,472,727	16.5%	(529,558)	1,435,497	1,834,076	$ 19.21
2009 2Q	274,298,455	43,507,672	15.9%	(1,424,494)	974,883	3,259,589	$ 19.51
2009 1Q	273,323,572	41,108,295	15.0%	(501,798)	378,428	4,110,153	$ 19.99
2009	275,834,058	46,388,924	16.8%	(3,271,941)	2,888,914	1,733,970	$ 19.14
2008	272,958,613	40,241,538	14.7%	328,449	4,524,504	4,391,954	$ 20.31
2007	268,643,420	36,254,794	13.5%	3,532,302	5,945,998	6,930,874	$ 20.27
2006	263,183,273	34,326,949	13.0%	5,161,563	4,395,897	6,390,701	$ 18.77
2005	259,014,423	35,319,662	13.6%	5,557,006	3,775,347	5,807,300	$ 18.42
2004	255,596,720	37,458,965	14.7%	5,103,666	2,935,247	4,352,067	$ 18.02

3.0 :: Market Analysis

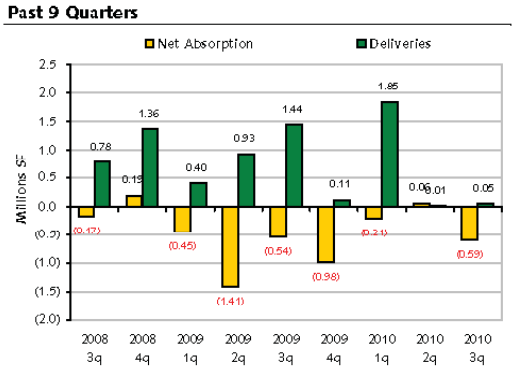
Atlanta Office Market: Existing Conditions (contd.)

Vacancy



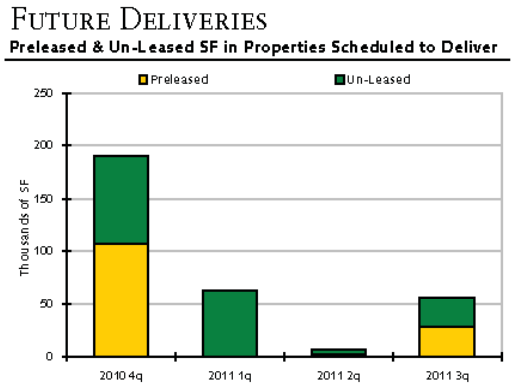
The office vacancy rate in the Atlanta market area increased to 17.6% at the end of the third quarter 2010. The vacancy rate was 17.4% at the end of the second quarter 2010, 17.6% at the end of the first quarter 2010, and 16.8% at the end of the fourth quarter 2009.

Absorption



Net absorption for the overall Atlanta office market was negative (590,194) square feet in the third quarter 2010. That compares to positive 61,984 square feet in the second quarter 2010, negative (209,394) square feet in the first quarter 2010, and negative (978,423) square feet in the fourth quarter 2009.

Construction



Atlanta's overbuilt office market will receive a much needed break from development activity over the next couple of years, as construction has essentially come to a halt.

Rental Rates

The average quoted asking rental rate for available office space, all classes, was $18.88 per square foot per year at the end of the third quarter 2010 in the Atlanta market area. This represented a 0.6% decrease in quoted rental rates from the end of the second quarter 2010, when rents were reported at $18.99 per square foot.

3.0 :: Market Analysis

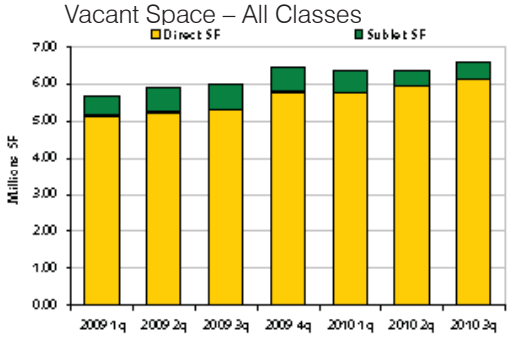
Central Perimeter Office Submarket: Existing Conditions

Current office inventory and other conditions within this Central Perimeter Office Sub-market are summarized in the following table, which includes total rentable square feet (RSF), vacant square feet (VAC square feet), vacancy rate (VAC%), year-to-date net absorption of space (ABSORP), square feet of new office space delivered year-to-date (DELIVER), space currently under construction (U/C), and quoted rent rates per square foot (RATES).

PCID Market Area: Office Inventory - 3Q 2010							
	RSF	VAC SF	VAC %	ABSORP	DELIVER	U/C	RATES
Class A							
Cent Perimtr	20,337,319	3,872,408	19.0%	28,276	-	-	$ 22.22
Buckhead	14,973,336	3,825,947	25.6%	263,397	908,852	-	$ 25.07
N. Fulton	16,425,075	2,835,722	17.3%	(296,739)	-	-	$ 19.60
Metro	**112,434,215**	**22,324,654**	**19.9%**	**274,419**	**1,813,024**	**107,500**	**$ 21.65**
Class B							
Cent Perimtr	9,097,928	1,902,506	20.9%	(79,468)	-	-	$ 18.60
Buckhead	4,943,693	814,869	16.5%	(17,032)	-	-	$ 18.85
N. Fulton	14,624,342	3,123,987	21.4%	(106,117)	22,206	74,752	$ 15.95
Metro	**120,812,416**	**19,665,374**	**16.3%**	**(517,089)**	**92,190**	**219,698**	**$ 16.68**
Class C							
Cent Perimtr	3,440,073	802,210	23.3%	(77,915)	-	-	$ 14.30
Buckhead	1,865,650	114,361	6.1%	29,254	-	-	$ 19.14
N. Fulton	3,848,953	538,896	14.0%	(95,688)	-	-	$ 15.17
Metro	**46,884,883**	**7,430,156**	**15.8%**	**(494,934)**	**-**	**-**	**$ 14.28**
TOTAL							
Cent Perimtr	32,875,320	6,577,124	20.0%	(129,107)	-	-	$ 18.80
Buckhead	21,782,679	4,755,177	21.8%	275,619	908,852	-	$ 19.00
N. Fulton	34,898,370	6,498,605	18.6%	(498,544)	22,206	74,752	$ 16.02
Metro	**280,131,514**	**49,420,184**	**17.6%**	**(737,604)**	**1,905,214**	**327,198**	**$ 18.88**

Vacancy

Vacant Space – All Classes



OFFICE	VACANCY RATES	
Type	PCID Mrkt	METRO
Class A	19.0%	19.9%
Class B	20.9%	16.3%
Class C	23.3%	15.8%
TOTAL	20.0%	17.6%

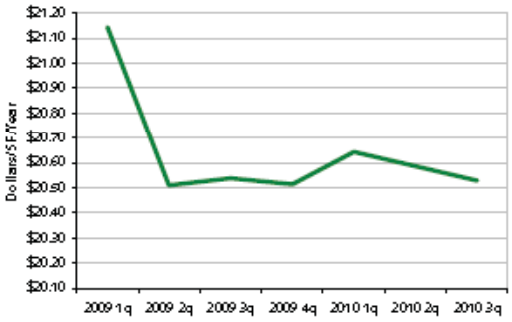
The Perimeter CIDs Market Area's current overall (all classes) office vacancy rate is higher (20.0%) than the overall Metro Atlanta rate (17.6%), but its Class A office space vacancy rate (19.0%) is slightly less than the Metro Class A rate (19.9%). More importantly, in comparison with its direct sub-market competition, Central Perimeter's Class A vacancy rate is significantly lower than that of Buckhead (25.6%)

3.0 :: Market Analysis

Central Perimeter Office Sub-market: Existing Conditions (contd.)

Rental Rates

Quoted Rental Rates



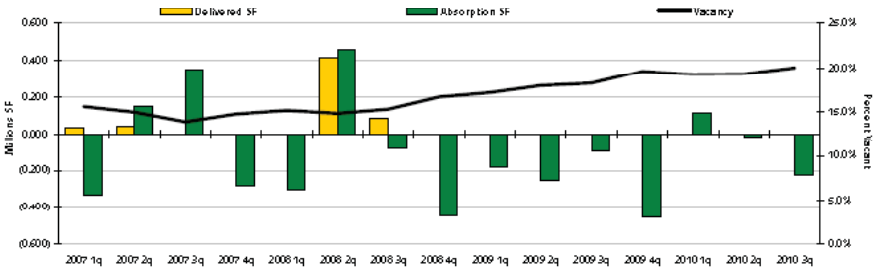
OFFICE	QUOTED RATES	
Type	PCID Mrkt	METRO
Class A	$ 22.22	$ 21.65
Class B	$ 18.60	$ 16.68
Class C	$ 14.30	$ 14.28
TOTAL	**$ 18.80**	**$ 18.88**

In the Central Perimeter office market, the average quoted asking rental rate for available office space, all classes, was $18.80 per square foot per year at the end of the third quarter 2010 as compared with the overall rate of $18.88 in the Atlanta market area. In Class A properties, however, the Central Perimeter office market rate of $22.22 was higher than the overall Metro rate of $21.65. In Class B office properties, Central Perimeter's rate of $18.60 was significantly higher than the Metro rate of $16.68.

Absorption and Deliveries/Construction

Third quarter net absorption in the Central Perimeter of Class A office market was a positive 28,276 square feet, although net absorption for all classes was a negative (129,107) square feet. Absorption has improved during the past four quarters, however, generating cautious optimism regarding market improvements in 2011. The strongest indicator of continuing improvement in the Central Perimeter office market, as in the overall Metro Atlanta office market, is the lack of construction of speculative office space in the Central Perimeter area.

Deliveries, Absorption & Vacancy



Source: CoStar

3.0 :: Market Analysis

Perimeter CIDs Office Demand Projections

Overall employment growth in these submarkets is projected from Atlanta Regional Commission (ARC) employment growth forecasts, considered to be the most comprehensive and detailed database in the region. However, the projections are based on employment growth in the "Sandy Springs" Superdistrict, which will generate the bulk of the demand for office space in the submarkets that the Perimeter CIDs redevelopment will draw upon. The baseline Superdistrict employment estimates for 2009 (the most recent from ARC at that geographic level) are increased or reduced by the number of jobs estimated to be gained or lost in 2010 within major employment categories and adjusted to confirm to the county-level employment estimates just released (February 2011) by ARC.

PCID Market Area: Change in Employment by Sector 2009-2016								
	CONST	MFG	TCU	WHOL	RETL	FIRE	SVCS	GOV
2009	2,270	1,212	8,268	6,543	4,767	29,239	40,067	817
2010	-18.7%	-5.9%	-0.9%	-4.2%	0.5%	-1.8%	0.8%	-1.5%
2011	-5.9%	0.8%	2.1%	1.7%	0.2%	2.4%	1.6%	-1.2%
2012	3.5%	2.6%	4.2%	2.3%	1.5%	3.0%	1.5%	1.2%
2013	4.0%	3.0%	3.0%	3.0%	2.0%	2.5%	3.0%	1.0%
2014	5.0%	4.0%	4.0%	4.0%	2.5%	3.0%	3.5%	3.0%
2015	5.0%	4.0%	4.0%	3.0%	3.0%	3.5%	4.0%	2.0%
2016	4.0%	3.0%	3.0%	2.0%	3.5%	4.0%	4.0%	2.0%
Stable	2.0%	0.5%	1.0%	0.5%	2.0%	2.0%	1.8%	0.5%

Sources: ARC, GSU EFC, Huntley Partners

Applying growth projections to the 2009 base numbers, employment in the Perimeter CIDs Market Area through 2036 is estimated as follows:

PCID Market Area: Employment									
Year	CONST	MFG	TCU	WHOL	RETL	FIRE	SVCS	GOV	TOTAL
2009	2,270	1,212	8,268	6,543	4,767	29,239	40,067	817	93,183
2011	1,737	1,150	8,366	6,375	4,800	29,390	41,054	795	93,666
2016	2,143	1,353	10,003	7,339	5,431	34,397	48,047	871	109,584
2021	2,366	1,388	10,513	7,524	5,996	37,978	52,530	893	119,187
2026	2,613	1,423	11,049	7,714	6,620	41,930	57,431	915	129,695
2031	2,885	1,459	11,613	7,909	7,309	46,295	62,789	939	141,196
2036	3,185	1,495	12,205	8,109	8,070	51,113	68,647	962	153,786

Sources: ARC, GSU EFC, Huntley Partners

Of the eight major employment categories, four generate demand for office space:

1. **TCU** (Transportation, Communications, Utilities) – 20% of TCU employment generates demand for office space
2. **FIRE** (Finance, Insurance, Real Estate)
3. **SVCS** (Business and Professional Services)
4. **GOV** (Government, including Education)

The other categories of employment, with the exception of Construction (CONST) also generate demand for space, but generally that space is considered Industrial Space. Retail (RETL) employment-generated space is considered in the Retail Demand section. Five-year gains in office-related employment in the Market Area are reflected below, with the majority of gains being in the Business and Professional Services.

3.0 :: Market Analysis

Quoted Rental Rates

Perimeter CIDs Office Demand Projections (contd.)

PCID Market Area: Office-related Job Gain/-Loss							
Year	TCU*	FIRE	SVCS	GOV	TOTAL	CUMUL	ANN INC
2011							
2016	246	5,008	6,993	76	12,322	12,322	2,464
2021	77	3,580	4,483	22	8,161	20,483	1,632
2026	80	3,953	4,901	23	8,957	29,440	1,791
2031	85	4,364	5,358	23	9,830	39,270	1,966
2036	89	4,818	5,858	24	10,789	50,059	2,158

**15% of TCU requires enclosed Office space*

CoStar, among others, compiles data on the amount of office space as measured in square feet that is occupied by each employee within a given industry. Based on space (square feet) requirements per employee within each job category ("SF/Employ"), employment gains within the overall Perimeter CIDs Office Market (Central Perimeter Submarket) will generate the following demand for net new office space in five-year increments through 2036.

SF of Office Space per Employee by Profession	
	SF/Employ
Prof/Business Services	356.0
FIRE	339.6
Wholesale/Retail	335.5
Manufacturing	318.3
Government	311.2
TCU	292.6
Construction	306.8

PCID Market Area: Office Space (SF) Demand Gain/-Loss							
Year	TCU	FIRE	SVCS	GOV	TOTAL	CUMUL	ANN INC
SF/Employ	293	340	356	311			
2011							
2016	71,838	1,700,605	2,489,316	23,584	4,285,343	4,285,343	857,069
2021	22,393	1,215,809	1,595,739	6,843	2,840,784	7,126,128	568,157
2026	23,535	1,342,351	1,744,620	7,016	3,117,522	10,243,650	623,504
2031	24,736	1,482,064	1,907,391	7,193	3,421,384	13,665,034	684,277
2036	25,998	1,636,318	2,085,348	7,375	3,755,039	17,420,073	751,008

Sources: ARC, GSU EFC, Huntley Partners

Based on the amount – or share of market (SOM) – of total new office demand that the Perimeter CIDs Market Area (the Central Perimeter Office Submarket) itself can be expected to attract purely from location attributes, as well as the "induced" demand – the percentage of total demand that is projected to be attracted to Perimeter CIDs from outside the define Perimeter CIDs Office Market Area – is reflected in the table below through 2036.

PCID: Office Space (SF) Demand Gain/-Loss							
Year	TCU	FIRE	SVCS	GOV	TOTAL	CUMUL	ANN INC
PCID SOM	70.0%	70.0%	70.0%	50.0%			
Add Induc	10.0%	25.0%	25.0%	10.0%			
2011							
2016	55,316	1,488,030	2,178,151	12,971	3,734,468	3,734,468	746,894
2021	17,243	1,063,832	1,396,272	3,764	2,481,111	6,215,578	496,222
2026	18,122	1,174,557	1,526,542	3,859	2,723,080	8,938,659	544,616
2031	19,047	1,296,806	1,668,967	3,956	2,988,776	11,927,435	597,755
2036	20,018	1,431,778	1,824,680	4,056	3,280,533	15,207,967	656,107

Sources: ARC, GSU EFC, Huntley Partners

Thus, over the next five years, demand in the Perimeter CIDs Market Area for additional office space based on office-related employment growth is projected to total 3,734,468 square feet. An additional 2,481,111 square feet in demand will be generated in the five-year 2016-21 period, for a total of 6,215,578 square feet over the next ten years. Through 2036, demand for office space within the Perimeter CIDs

3.0 :: Market Analysis

Market Area will total of 15,207,967 square feet. On an annual average, demand will be sufficient to support the addition of 2-5 medium-sized office buildings annually.

Currently, however, there are approximately 6,577,000 square feet of office vacant within the Central Perimeter Submarket according to CoStar. A healthy office market should have no more than 10% vacant, equal to approximately 3,286,000 square feet. Thus, one may conclude that the Central Perimeter Office Submarket currently has approximately 3,500,000 square feet of "excess" vacant office space that new demand should absorb in order to bring the office submarket back into equilibrium.

Reducing the approximately 6,215,578 square feet of supportable new office space through 2036 by the 3,500,000 square feet of excess vacant office space, but increasing that total by the amount of new demand that could be absorbed in newly-development space while still achieving a 10% vacancy rate by 2021, the net 10-year demand for new office space within the PCIDs area is approximately 3,300,000 square feet - a reduction of 2,915,578 square feet of 10-year demand that should be absorbed by currently-vacant office space.

Applying this 2,915,578 square-foot reduction to the overall 25-year demand of 15,207,967 square feet results in a net demand by 2036 of approximately 12,292,400 square feet of new office space within the PCIDs within that 25-year period.

Community-based Office Demand

The increase in households within the various market areas will in itself create demand for office space for business and professional (e.g. legal, medical, financial, real estate) services directed toward the local residential community. Based on an industry standard of demand for 15 square feet of such community-based offices per household, the total new office space required in the Perimeter CIDs by 2021 will total 85,279 square feet. This is based on the Community's anticipated shares of market as follows:

- 3-mile Primary Market: 51% of demand locating within the Community
- 3-6 mile Secondary Market: 32% of demand locating within the Community
- 6-10 mile Tertiary Market: 17% of demand locating within the Community

Local/Neighborhood Office Demand

Market Area	New Households	Local Office SF/HH	Total SF Demand	Share of Market	Total New SF Demand
Primary Market	9,540	15	143,099	54%	76,889
Secondary Market	14,904	15	223,565	46%	103,130
Tertiery Market	35,379	15	530,687	26%	137,306
Total Demand from New Household Formation					317,326

Approximately 32,000 square feet of excess space produces a net demand for Local/Neighborhood Office space of 285,300 square feet over the next ten years and 676,900 square feet through 2036 based on a 1.41% annual growth rate (the same as projected for household growth) less the initial 32,000 square feet of excess space absorbed during the initial ten years.

3.0 :: Market Analysis

Existing Conditions and Demand Projections: Retail Market

Atlanta Retail Market - Existing Conditions

The Atlanta retail market experienced a slight decline in market conditions in the third quarter 2010. The vacancy rate went from 10.4% in the previous quarter to 10.6% in the current quarter. Net absorption was negative (602,189) square feet.

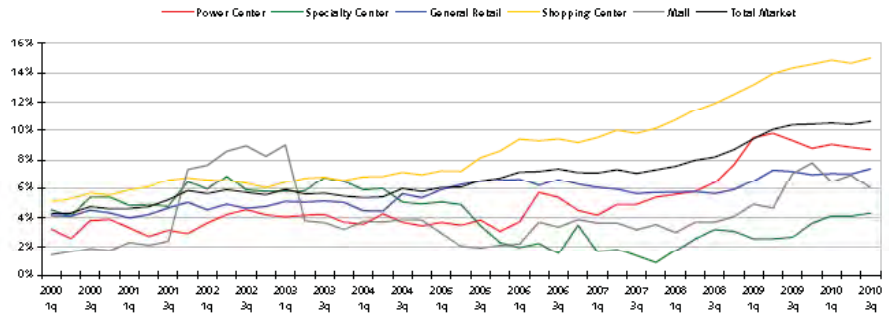
Retail Market Conditions: Metro Atlanta Retail Market							
Period	*Total RSF*	*Vacant RSF*	*Vacancy Rate*	*Net Absorption*	*Delivered RSF*	*RSF Under Construct*	*Quoted Rates*
2010 3Q	321,906,822	34,082,241	10.6%	(602,189)	30,580	592,598	$ 13.77
2010 2Q	321,876,242	33,449,472	10.4%	295,721	53,814	293,643	$ 14.14
2010 1Q	316,074,151	33,279,914	10.5%	(81,832)	70,987	518,120	$ 14.46
2009 4Q	316,005,164	33,129,095	10.5%	(19,631)	205,413	451,810	$ 14.77
2009 3Q	315,808,335	32,840,635	10.4%	(194,541)	938,816	648,223	$ 15.16
2009 2Q	314,877,519	31,715,278	10.1%	(1,515,286)	540,926	1,516,181	$ 15.31
2009 1Q	314,336,593	29,659,066	9.4%	(510,689)	2,068,405	1,641,284	$ 15.47
2008 4Q	312,269,403	27,081,187	8.7%	724,024	2,537,946	3,488,210	$ 15.82
2008 3Q	309,734,671	25,270,479	8.2%	484,163	1,221,369	5,604,206	$ 16.01
2008 2Q	308,517,248	24,537,219	8.0%	124,756	1,472,017	6,076,551	$ 15.95
2008 1Q	307,053,789	23,198,516	7.6%	1,422,134	2,288,588	5,570,676	$ 15.90
2009	316,005,164	33,129,095	10.5%	(2,240,147)	3,753,560	451,810	$ 14.77
2008	312,269,403	27,081,187	8.7%	2,755,077	7,519,920	3,488,210	$ 15.82
2007	304,765,201	22,332,062	7.3%	6,031,687	7,174,248	5,687,469	$ 15.83
2006	297,708,228	21,306,776	7.2%	7,928,044	9,853,339	5,593,887	$ 14.54
2005	287,911,345	19,437,937	6.8%	6,163,582	9,481,130	6,940,355	$ 14.08
2004	278,514,263	16,204,437	5.8%	5,407,299	7,253,126	9,184,214	$ 14.42

Source: CoStar

Vacancy

Atlanta's retail vacancy rate increased in the third quarter 2010, ending the quarter at 10.6%. Over the past four quarters, the market has seen an overall increase in the vacancy rate, with the rate going from 10.4% in the fourth quarter 2009, to 10.5% at the end of the first quarter 2010, 10.4% at the end of the second quarter 2010, to 10.6% in the current quarter.

Vacancy Rate by Retail Building Type (2000-2010)

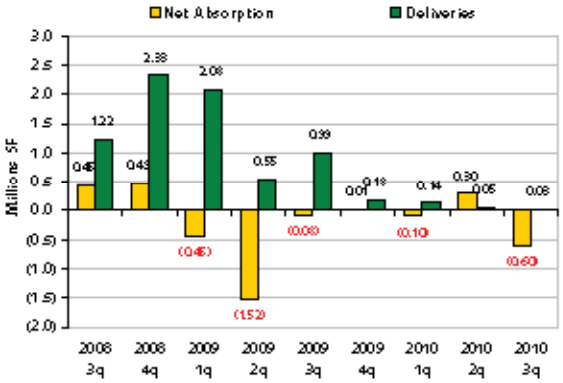


3.0 :: Market Analysis

Absorption

Retail net absorption was moderately negative in Atlanta third quarter 2010, with negative (602,189) square feet absorbed in the quarter. In second quarter 2010, net absorption was positive 295,721 square feet, while in first quarter 2010; absorption came in at negative (101,516) square feet. In fourth quarter 2009, positive 6,610 square feet was absorbed in the market.

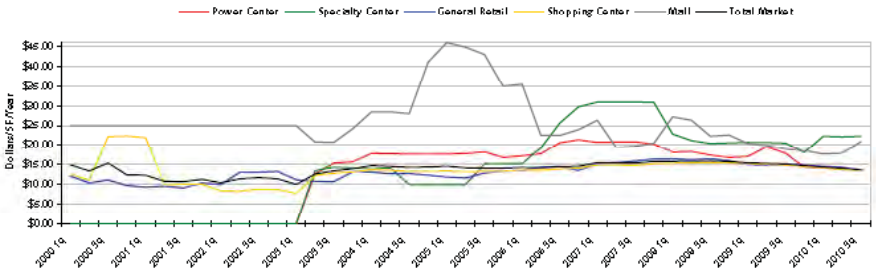
Absorption and Deliveries – Past 9 Quarters



Rental Rates

Average quoted asking rental rates in the Atlanta retail market are down over previous quarter levels, and down from their levels four quarters ago. Quoted rents ended the third quarter 2010 at $13.77 per square foot per year. That compares to $14.14 per square foot in the second quarter 2010, and $14.76 per square foot at the end of the fourth quarter 2009. This represents a 2.6% decrease in rental rates in the current quarter, and a 7.19% decrease from four quarters ago.

Historical Rental Rates – Based on NNN Rental Rates

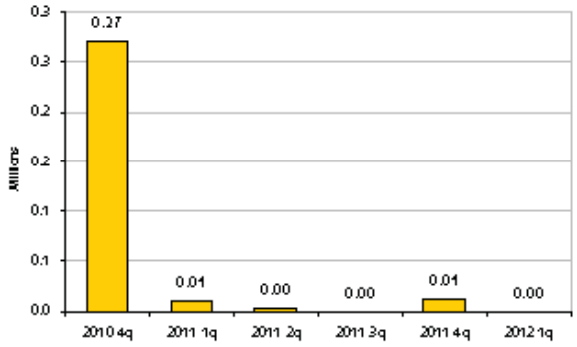


3.0 :: Market Analysis

Construction

During the third quarter 2010, four buildings totaling 30,580 square feet were completed in the Atlanta retail market. Over the past four quarters, a total of 399,391 square feet of retail space has been built in Atlanta. In addition to the current quarter, four buildings with 53,814 square feet were completed in second quarter 2010, eight buildings totaling 136,682 square feet completed in first quarter 2010, and 178,315 square feet in 11 buildings completed in fourth quarter 2009. There were 592,598 square feet of retail space under construction at the end of the third quarter 2010.

Future Space Available for Occupancy



Source: CoStar

Central Perimeter Retail Sub-market

The Central Perimeter retail sub-market at the end of third quarter 2010 reflected mixed signals with respect to market strength, as noted below. Overall, the indicators seem to be pointing toward a recovery at least in the mid-to-high retail price point market.

Retail Market Conditions: Central Perimeter Retail Submarket

Period	Total RSF	Vacant RSF	Vacancy Rate	Net Absorption	Delivered RSF	RSF Under Construct	Quoted Rates
2010 3Q	11,021,357	1,405,383	12.8%	(166,152)	-	6,594	$ 19.15
2010 2Q	11,021,357	1,239,231	11.2%	(127,388)	-	6,594	$ 18.60
2010 1Q	11,021,357	1,111,843	10.1%	61,967	-	-	$ 18.32
2009 4Q	11,021,357	1,173,810	10.7%	(1,210)	-	-	$ 18.77
2009 3Q	11,021,357	1,172,600	10.6%	(67,312)	5,000	-	$ 18.34
2009 2Q	11,021,357	1,100,288	10.0%	(195,010)	-	5,000	$ 18.34
2009 1Q	11,021,357	905,278	8.2%	74,790	154,092	-	$ 18.15
2008 4Q	10,862,265	825,976	7.6%	(124,140)	11,000	154,092	$ 19.06
2008 3Q	10,851,265	690,836	6.4%	(57,649)	5,651	165,092	$ 19.66
2008 2Q	10,845,614	627,536	5.8%	(30,866)	20,000	170,743	$ 19.12
2008 1Q	10,825,614	576,670	5.3%	13,449	21,208	179,743	$ 18.02
2007 4Q	10,804,406	568,911	5.3%	42,907	-	195,300	$ 18.16
2007 3Q	10,804,406	611,818	5.7%	74,383	-	195,300	$ 17.74
2007 2Q	10,804,406	686,201	6.4%	(109,299)	-	174,092	$ 17.88
2007 1Q	10,804,406	576,902	5.3%	(36,562)	2,500	174,092	$ 17.06
2006 4Q	10,801,906	537,840	5.0%	133,473	10,198	176,592	$ 17.20

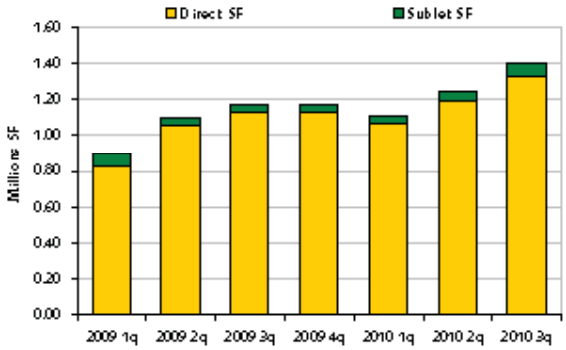
Source: CoStar

3.0 :: Market Analysis

Vacancy

The office vacancy rate in the Central Perimeter retail market area increased to 12.8% at the end of the third quarter 2010. The vacancy rate was 11.2% at the end of the second quarter 2010, 10.1% at the end of the first quarter 2010, and 10.7% at the end of the fourth quarter 2009.

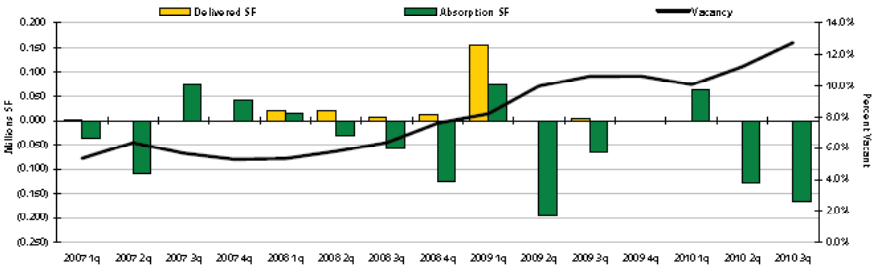
Vacant Space – All Classes



Absorption

Net absorption for the Central Perimeter retail market was negative (166,152) square feet in the third quarter 2010. That compares to negative (127,388) square feet in the second quarter 2010, positive 61,967 square feet in the first quarter 2010, and negative (1,210) square feet in the fourth quarter 2009.

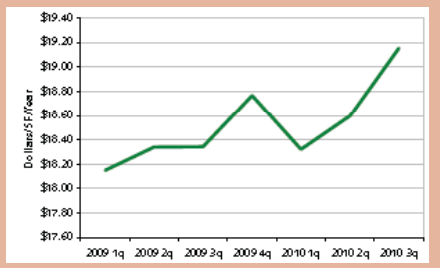
Deliveries, Absorption & Vacancy – All Classes



Rental Rates

Increasing vacancy rates and negative absorption rates notwithstanding, average quoted rental rates posted a strong increase in third quarter 2010 to $19.15 per square foot compared to $18.60 in second quarter and $18.32 in first quarter 2010. Given the extremely small amount of new space delivered in the sub-market for the past four years – less than 230,000 square feet since fourth quarter 2006 – one may reasonably conclude that much of the currently vacant space is older, perhaps obsolete space that is only weakly competitive in this sub-market. Thus, increasing average rates may reflect a strengthening market in the mid-to-high price point retail market, which has always been the Central Perimeter retail market's strength.

Quoted Rental Rate – All Classes



3.0 :: Market Analysis

Perimeter CIDs Retail Demand Projections

Current Unmet Retail Demand: Perimeter CIDs Market Areas

The analysis suggests that there is potential for increasing the share of retail expenditures made by Perimeter CIDs Market Area residents, who have increasing levels of disposable income. However, with respect to some major categories of goods, they have little retail in their immediate communities in which to spend that income. The categories of retail that are particularly relevant to the study area include those that (1) exhibit a significant excess of demand over supply, resulting in a "leakage" of residents' consumer spending out of the community, and (2) generally are found within taxable facilities – stores, restaurants, malls and other physical buildings.

Total new retail square footage that could be developed immediately in order to satisfy currently-unmet demand within the Primary, Secondary and Tertiary Market Areas of Perimeter CIDs totals 1,228,639 square feet.

Potential New Retail From Current Unmet Demand: 2011-2021				
Primary Market Area			**270,634**	SF
Total Secondary Market Area	790,960	SF		
Total Tertiary Market Area	167,044	SF		
Into Primary Market Area from Secondary Market Area @	46%		**790,960**	SF
Into Primary Market Area from Tertiary Market Area @	26%		**167,044**	
Current Unmet Retail Demand in Primary Area			**1,228,639**	**SF**

Anticipated Growth-generated New Retail Demand: 2011-2021

Rather than relying primarily on current excess demand within the PCIDs' overall market area to support the need for new or reposition retail with the Community, such demand may be found in the significant increase in households with its Primary, Secondary and Tertiary markets.

Projected increases in population and households within the three PCIDs market areas are particularly relevant to the retail demand analysis. Estimates of incremental demand over the 2011-2021 ten-year period for retail and related services incorporate available demographic and income data, as well as growth projections over that ten-year time frame.

Based on 2010-2021 new household growth and the increase in per-household disposable income, an additional 4,613,499 square feet of new retail offerings could be supported within the PCIDs by 2021 from new demand attracted from the Primary, Secondary and Tertiary Market Areas.

Potential New Retail from 10-year Growth: 2011-2021		
Primary Market Area	**1,444,388**	SF
Secondary Market Area	**1,554,445**	SF
Tertiary Market Area	**1,614,666**	SF
Retail Demand from Market Area Growth	**4,613,499**	**SF**

Source: Huntley Partners

3.0 :: Market Analysis

Anticipated increases in demand for specific types of retail in the PCIDs based on its potential Share of Market within each of its retail market areas reveal that new demand over the next ten years will be sufficient to support additional retail stores in all major retail categories, as indicated in the table below. Retail categories of particular relevance to the PCIDs include the following:

- Supermarkets/Grocery Stores (as reflected in "Food at Home" expenditure projections) = 1,391,104 SF additional demand
- Restaurants (as reflected in "Food Away from Home" expenditure projections) = 964,607 SF additional demand
- Household Furnishings and Equipment = 161,158 SF additional demand
- Entertainment & Recreation = 390,054 SF additional demand
- Apparel and Accessories = 598,976 SF additional demand

Total New Demand for Retail Space 2011-2021 from Growth

Based on the above assumptions and calculations, by 2021 there will be enough new demand for store-based retail from (1) current unmet demand, (3) household and income growth within the PCIDs 10-mile market area and (3) growth in employees within the PCIDs 3-mile Primary Market Area to support over 6.0 million square feet of retail space.

Potential New Retail From Current Unmet Demand: 2011-2021				
Primary Market Area			**270,634**	SF
Total Secondary Market Area	790,960	SF		
Total Tertiary Market Area	167,044	SF		
Into Primary Market Area from Secondary Market Area @	46%		**790,960**	SF
Into Primary Market Area from Tertiary Market Area @	26%		**167,044**	
Current Unmet Retail Demand in Primary Area			**1,228,639**	**SF**

Potential New Retail from 10-year Growth: 2011-2021		
Primary Market Area	**1,444,388**	SF
Secondary Market Area	**1,554,445**	SF
Tertiary Market Area	**1,614,666**	SF
Retail Demand from Market Area Growth	**4,613,499**	**SF**

New Retail Demand from On-site Employees

Area employees – primarily daytime employees – represent an additional source of significant demand for retail in the PCIDs. Average annual retail expenditures by daytime employees as estimated by the International Council of Shopping Centers (ICSC) and the Urban Land Institute (ULI) equal approximately $3,200 per employee. Based on the projected growth of employment within the PCIDs, new (additional) retail demand based on-site employment and per-employee retail expenditures is estimated at 199,619 square feet.

3.0 :: Market Analysis

Total and Net Demand for New Retail Space

Currently, however, there are approximately 1,400,000 square feet of retail vacant within the Central Perimeter Retail Sub-market according to CoStar. A reasonably healthy market would have no more than 6% vacant, equal to 660,000 square feet. Thus, one may conclude that the Central Perimeter Retail Sub-market has approximately 740,000 square feet of "excess" vacant retail space that new demand should absorb in order to bring the retail sub-market back into equilibrium.

Reducing the approximately 6.0 million square feet of supportable new retail by the 740,000 square feet of excess vacant retail space, the net 10-year demand for new retail within the PCIDs area is approximately 5,260,000 square feet.

Total Area Demand			
		Yrs 1-10 2011-2021	*Total 25 Yrs 2011-2036*
Retail From Current Unmet Demand		1,228,639	1,228,639
From Employee/Visitor Markets		199,619	462,028
Retail From Market Area Household & Income Growth		4,613,499	10,678,157
Retail	**SF =**	**6,041,757**	**12,368,824**

Extending the growth in retail demand 2021-2036 at the same rate of growth as the 2010-2021 rate, such demand is projected to be capable of supporting an additional 6,327,067 square feet of retail within the PCIDs. The entire 25-year projection totals new demand for 12,368,824 square feet of retail. Netting out the absorption of 740,000 square feet of currently-vacant retail space in order to bring the market into equilibrium, 25-year demand should be able to support approximately 11,660,000 square feet of new retail space by 2036.

Residential Market - Existing Conditions

National Residential Market

After some signs of recovery in the spring, home sales, housing starts, and home price appreciation moved back to, or close to, record lows during the latter half of 2010. After moderating in late 2009/early 2010, inventories of unsold homes, as measured in both units and months' supply, are back up at levels witnessed in 2008 when the housing market was in the midst of its crisis. Mortgage delinquency rates and new foreclosures continued to increase in both the prime and sub-prime loan markets and the national unemployment rate remains high, fueling further speculation about the strength or duration of any recovery in the housing market

According to the latest figures from RealtyTrac, foreclosure filings — default notices, scheduled auctions and bank repossessions — were reported on 261,333 U.S. properties in January, a 1 percent increase from the previous month but a 17 percent decrease from January 2010. "We've now seen three straight months with fewer than 300,000 properties receiving foreclosure filings, following 20 straight months where the total exceeded 300,000," said James J. Saccacio, chief executive officer of RealtyTrac. "Unfortunately this is less a sign of a robust housing recovery and more a sign that lenders have become bogged down in reviewing procedures, resubmitting paperwork and formulating legal arguments related to accusations of improper foreclosure processing."

3.0 :: Market Analysis

Metro Atlanta Residential Market

Atlanta, like the rest of the nation, is weathering an "unusually slow" economic recovery as it struggles with previous overbuilding of residential real estate according to RealtyTrac. Atlanta led the nation in new single-family home construction every year between 1995 and 2005, so it took a big beating when housing turned down during the second half of the decade. Housing prices rose only modestly during the boom years, but lending was overly aggressive and many home buyers had little equity in their homes to begin with. A high proportion of mortgage loans made during the housing boom were either sub prime or Alt-A. The net result has been a surge in mortgage delinquencies and foreclosures, and the problem is likely to linger for some time to come.

PCIDs Market Area Housing Demand

Demand from New Household Growth

Based on historical data, it is projected that the Perimeter CIDs itself can be expected to attract approximately 8% of all Primary Market demand for new housing, 4% of all Secondary Market demand for new housing, and 2% of all Tertiary Market demand.

These capture rates of new demand based on household growth would generate demand during the ten-year 2011-2021 period within the Perimeter CIDs itself of 700 single-family owner-occupied houses, 158 owner-occupied townhomes, and 940 rental units from new household growth within the 0-10 mile Perimeter CIDs Total Market Area – a total of 1,799 residential units.

New Housing Demand due to Turnover

New housing demand will also be generated by turnover among current residents. These assumptions generate demand during the ten-year 2011-2021 period within the Perimeter CIDs itself of 473 single-family owner-occupied houses, 108 owner-occupied townhomes, and 1,059 rental units – a total of 1,640 units – from turnover within the Market Area, as indicated in the table below.

New Housing Demand due to Inducement

New housing demand will also be generated by inducement – attracting new residents from outside the Perimeter CIDs Primary, Secondary and Tertiary market areas. Based on historical performance data, it is assumed that induced demand for all new housing demand will be equal to 75% of new demand within the Primary Market, 50% of new demand within the Secondary Market and 30% from within the Tertiary Market – that "total demand" being from both household growth and household turnover combined.

New ten-year (2011-2021) induced demand will equal 472 owner-occupied townhouses, 1,673 owner-occupied single-family detached houses and 3,153 rental units – a total of 5,299 residential units 2011-2021.

3.0 :: Market Analysis

Total New Residential Demand in the Perimeter CIDs Primary Market Area

Ten-year (2011-2021) residential demand from new household growth and turnover from the 10-mile Perimeter CIDs Total Market Area, combined with associated induced demand from outside the Total Market Area, will generate demand within the Perimeter CIDs itself for the following new residential units:

Total PCID-area Residential Demand: 2011-2021				
Market Area Generating Demand:	*0-3 mile Market*	*3-6 mile Market*	*6-10 mile Market*	*Total*
Total Demand 2011-2021: Ownership	**2,005**	**838**	**742**	**3,585**
Total Demand for Townhouses 2011-2021	**501**	**126**	**111**	**738**
Total Demand for SFD Homes 2011-2021	**1,504**	**713**	**631**	**2,847**
Total Demand 2011-2021: Rental	**3,060**	**1,152**	**940**	**5,153**
Total Demand 2011-2021: All	**5,065**	**1,990**	**1,682**	**8,738**

As with commercial property, real estate market conditions over the past three years have produced an unhealthy "excess" inventory of unsold and un-leased dwelling units. The total PCIDs residential market area and subsequent 10- and 25-year demand via growth, turnover and inducement are so large that the excess inventory is relatively insignificant. Based on the inventory of single-family residential units, townhomes and rental units on the market currently, the total net demand for new residential units is as follows:

Net PCID-area Residential Demand				
	2011-2021			2011
	Demand	*Excess Inventory*	*Apprx Net Demand*	*-2036 Total*
Townhome	**738**	**40**	**700**	**2,560**
Single-family Detached Homes	**2,847**	**350**	**2,500**	**9,676**
Rental Units	**5,153**	**650**	**4,500**	**17,495**
Total Demand	**8,738**	**1,040**	**7,700**	**29,730**

Demand projections for the entire 25-year time horizon (2011-2036) indicate that the Perimeter CIDs redevelopment can reasonably be expected to attract up to 29,730 residential units categorized as follows:

- Owner-occupied Townhouses 2,560
- Owned-occupied Single-family Detached House 9,676
- Renter-occupied Units (multi-family apartments) 17,495

Total Residential Units 29,730

3.0 :: Market Analysis

Total Demand for Retail, Office and Residential Development within the PCIDs

Based on the analyses above, the PCIDs could experience new development in the amounts given below over an initial 10-year 2011-2021 period, as well as the total 25-year 2011-2036 period. Several caveats bear repeating, however:

- In all markets – office, retail and residential – there are relatively large "excess" inventories. For purposes of converting total area demand into feasible, demand-supported new development, one must assume that at least a sizeable portion of currently vacant commercial space or dwelling units will absorb an amount of new demand over the next ten years approximately equal to 50% of the excess vacant inventories in the PCIDs Market Area.
- Some products – demand notwithstanding – will not be built/developed in the PCIDs due to (1) the lack of available land for the type of product envisioned and/or (2) community policies which put constraints on such development. An example of the first is single-family detached residential homes, due primarily to the amount of land each requires. An example of the second is multi-family rental units, apartments not being viewed favorably in communities where rental units appear to dominate ownership units.

Based on household, income and employment growth, total projected demand for retail, office and residential product within the defined 4.2-square-mile Perimeter CIDs is as follows:

Total Area Demand			
		Yrs 1-10 2011-2021	*Total 25 Yrs 2011-2036*
Retail From Current Unmet Demand		1,228,639	1,228,639
From Employee/Visitor Markets		177,551	396,637
Retail From Market Area Household & Income Growth		4,613,499	10,306,217
Retail	**SF =**	**6,019,690**	**11,931,493**
Local Office (from household growth)	**SF =**	**317,326**	**708,882**
Office (from employment growth)	**SF =**	**6,215,578**	**15,207,967**
Residential: Single Family Detached Houses	**Units =**	**2,847**	**10,026**
Residential: Townhouses/Condos	**Units =**	**738**	**2,600**
Residential: Multi-family Rental/Apartments	**Units =**	**5,153**	**18,145**

2022-2036 Retail & Local Office AGR = 1.41%

3.0 :: Market Analysis

Total Demand for Retail, Office and Residential Development within the PCIDs

Taking into account the excess inventory (vacant space) that current exists in the PCIDs' market area across product categories, the net demand for new commercial and residential development over the initial ten years (2011-2021) and the entire 25-year projections horizon (2011-2036) are as follows:

Total Area Demand Net of Current Excess Inventory			
		Yrs 1-10 2011-2021	*Total 25 Yrs 2011-2036*
Retail	SF =	5,260,000	11,660,000
Local Office (from household growth)	SF =	285,326	676,882
Office (from employment growth)	SF =	3,300,000	12,292,400
Residential: Single Family Detached Houses	Units =	2,497	9,676
Residential: Townhouses/Condos	Units =	698	2,560
Residential: Multi-family Rental/Apartments	Units =	4,503	17,495

3.0 :: Market Analysis

Looking Forward - Recovery Timing

Clearly the entire Metro Atlanta Region has suffered from the national economic downturn that began in 2007. Given the severity of the current "Great Recession," economists have generally lowered expectations of what a recovery may look like and what a return to normal growth will be. These lowered expectations are summed up by the media's use of the phase "a return to the new normal" in describing an economic recovery that stabilizes at much lower – but hopefully less volatile and more sustainable – growth rates than those experienced in the heady economic expansions and associated bubbles that characterized recoveries in the past several decades.

As applied to Metro Atlanta's recovery to levels of "new normal" growth, a weak consensus (major differences of opinion remain as to the timing and extent of recovery) has emerged pointing to recoveries in the markets for major types of development as follows:

- Residential: Slight improvement in housing sales through 2011 coupled with continuing declines in sale prices as sellers – particularly banks writing down foreclosure inventories – increasingly prioritize moving product over pricing. Slight improvement in sales and prices is anticipated through 2012 with some degree of stabilization in the market being achieved by the end of 2013. The "new normal" is for the overall residential market is projected to be achieved in mid-to-late 2013 and early 2014 for sale properties. Rental properties are beginning to strengthen with respect to both occupancy and effective rates, with the "new normal" for apartments being reached in 2012.
- Retail: Declining rates and occupancy continuing and perhaps temporarily accelerating through mid-2011, with market stabilization in late-2011 and continuing through 2012. However, a "new normal" is not anticipated until 2013-2014.
- Office: Basically the same pattern of recovery as retail, but with larger inventories and longer lead times for new development than retail, "new normal" stabilization occurring in 2014-2015.
- Hotels: New location-specific deals will continue during 2011 even with overall declines in rates and occupancy. The hospitality market should see signs of substantive recovery as reflected in the increasing availability of capital in 2012, building to the "new normal" in 2013.

3.0 :: Market Analysis

3.2 10-year Fiscal Impact of PCIDs

The impact of new development during the ten-year period 2011-2021 will be significant to all entities receiving tax and other revenues derived from that development. Those cumulative revenues are shown in the table below. These are gross revenues; projected expenses associated with the new development have not been incorporated. New development 2011-2021 is projected to generate a total of $763,325,578 in gross revenues in the major categories listed below by recipient of those revenues.

Total Revenues Generated by New Development within PCIDs 2011-2021									
Revenues To ==>	STATE OF GEORGIA	DUNWOODY	SANDY SPRINGS	DEKALB COUNTY	DEKALB SCHOOLS	FULTON COUNTY	FULTON SCHOOLS	PCIDS	MARTA
Personal Income Tax	$176,794,443								
Corporate Income Tax	$ 17,679,444								
Real Property Tax	$ 191,693	$ 903,410	$1,850,074	$ 4,504,860	$ 8,634,002	$ 4,020,422	$ 7,235,273	$1,900,776	
Personal Property Tax	$ -	$ 135,512	$ 277,511	$ 675,729	$ 1,295,100	$ 603,063	$ 1,085,291		
Sales Tax	$299,537,238								
Sales Tax: MARTA									$74,884,310
Sales Tax: LOST						$22,465,293			
Sales Tax: HOST				$52,419,017					
Sales Tax: ELOST					$52,419,017		$22,465,293		
Lodging Tax		$1,381,865	$2,294,538	$ 1,574,683		$ 2,294,538			
SWTR Fee		$ 521,614							
Sanitation Fee				$ 3,281,569					
Total New Revenues Generated from PCIDs	$494,202,818	$2,942,401	$4,422,124	$62,455,858	$62,348,119	$29,383,316	$30,785,857	$1,900,776	$74,884,310

Using the tenth year of development as a benchmark, the annual tax revenues generated by new development within the PCIDs in 2021 will equal $178,125,905 within the major revenue categories listed below.

Total Revenues Generated by New Development within PCIDs by Year 2021									
Revenues To ==>	STATE OF GEORGIA	DUNWOODY	SANDY SPRINGS	DEKALB COUNTY	DEKALB SCHOOLS	FULTON COUNTY	FULTON SCHOOLS	PCIDS	MARTA
Personal Income Tax	$ 42,766,185								
Corporate Income Tax	$ 4,276,619								
Real Property Tax	$ 35,471	$ 167,167	$ 342,338	$ 833,581	$ 1,597,639	$ 743,940	$1,338,817	$351,720	
Personal Property Tax	$ -	$ 25,075	$ 51,351	$ 125,037	$ 239,646	$ 111,591	$ 200,823		
Sales Tax	$ 69,817,748								
Sales Tax: MARTA									$17,454,437
Sales Tax: LOST						$5,236,331			
Sales Tax: HOST				$12,218,106					
Sales Tax: ELOST					$12,218,106		$5,236,331		
Lodging Tax		$ 339,039	$ 562,962	$ 386,347		$ 562,962			
SWTR Fee		$ 121,590							
Sanitation Fee				$ 764,946					
Total New Revenues Generated from PCIDs	$116,896,023	$ 652,872	$ 956,651	$14,328,017	$14,055,390	$6,654,824	$6,775,971	$351,720	$17,454,437

4 Recommendations

“It’s a community where if people don’t want an automobile, they don’t have to have one.”

Ray LaHood
Secretary of U.S. Department of Transportation

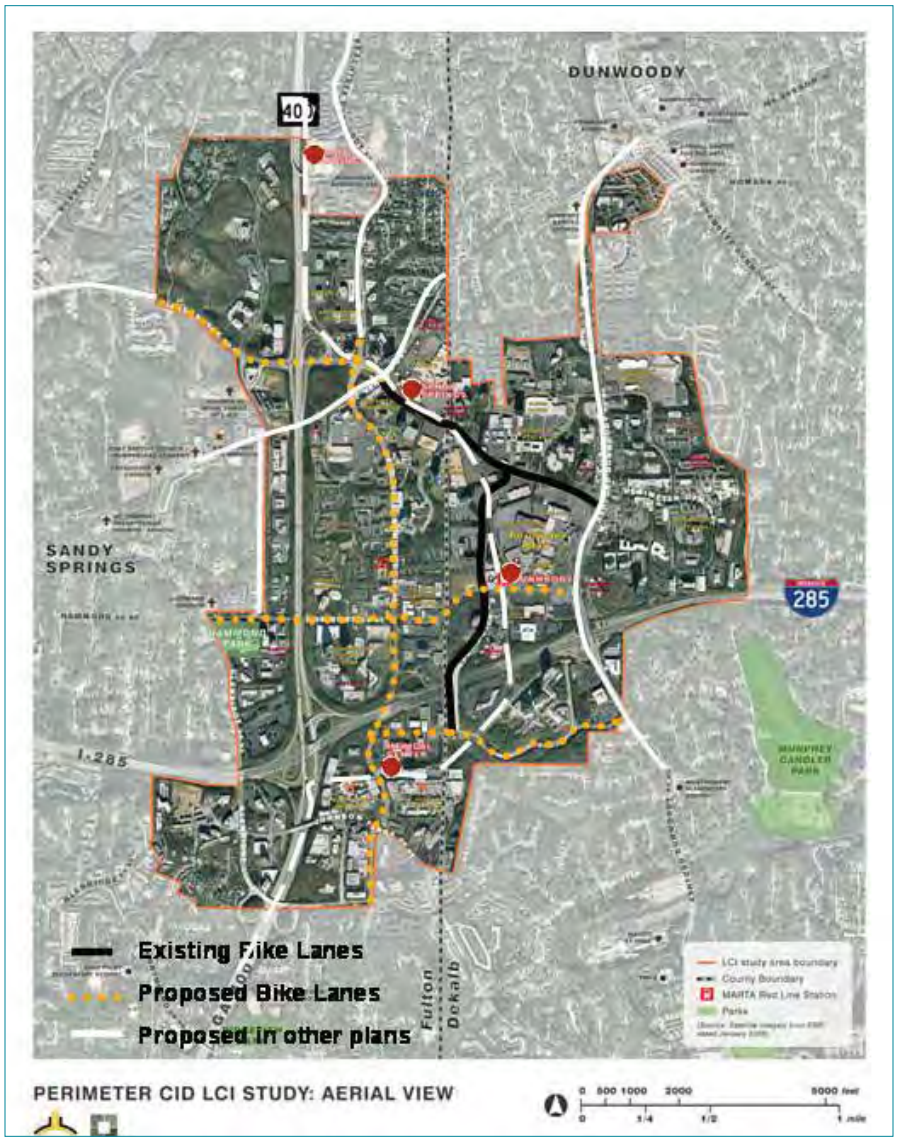
4.0 :: Recommendations

4.1 Analysis and areas of focus

Perimeter Center has made tremendous progress on various fronts to improve pedestrian and bike infrastructure and quality of life elements in the last decade through LCI planning efforts.

Sidewalks: most of the existing streets have been provided with sidewalks and streetscapes with a few remaining streets that are planned to be completed soon.

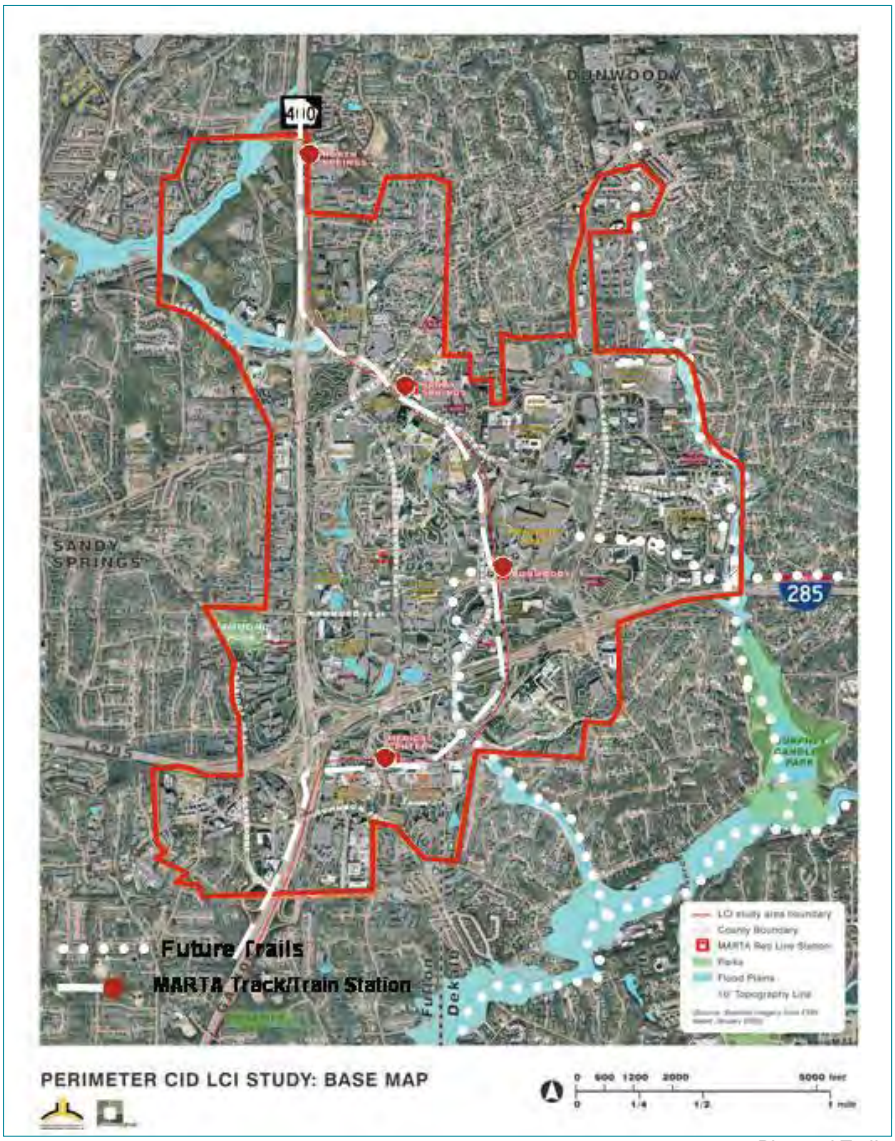
Bikeways: bike lanes have been completed on two streets, Perimeter Center East and Perimeter Center Parkway. Bike lanes are planned for other streets in the next phase. The completed plan will cover bike lanes on most of the streets that would provide network of bikeways.



Planned Bikeways

4.0 :: Recommendations

Trails: DeKalb County in its master plan has trails that are proposed to link the trail from Murphy Candler Park to Perimeter Mall and Dunwoody Village. This trail follows the two creeks that flow through Perimeter, one from Marist School to Dunwoody MARTA Station behind the Perimeter Mall and the other from Murphy Candler Park to Dunwoody Village on the east edge of PCID boundary



Planned Trails

4.0 :: Recommendations

Green Spaces: Hammond Park at Hammond Drive and Glenridge Connector is the only park within PCID boundary. Hammond Park is located on the western end of the PCIDs boundary to the west of GA 400 freeway. There are a number of small private pocket parks, ponds, small plazas within the office parks, retail and residential developments. There is no civic plaza within PCIDs boundaries. Perimeter would benefit from civic gathering spaces and green space connectivity to other community and regional parks of Dunwoody, Sandy Springs and DeKalb.

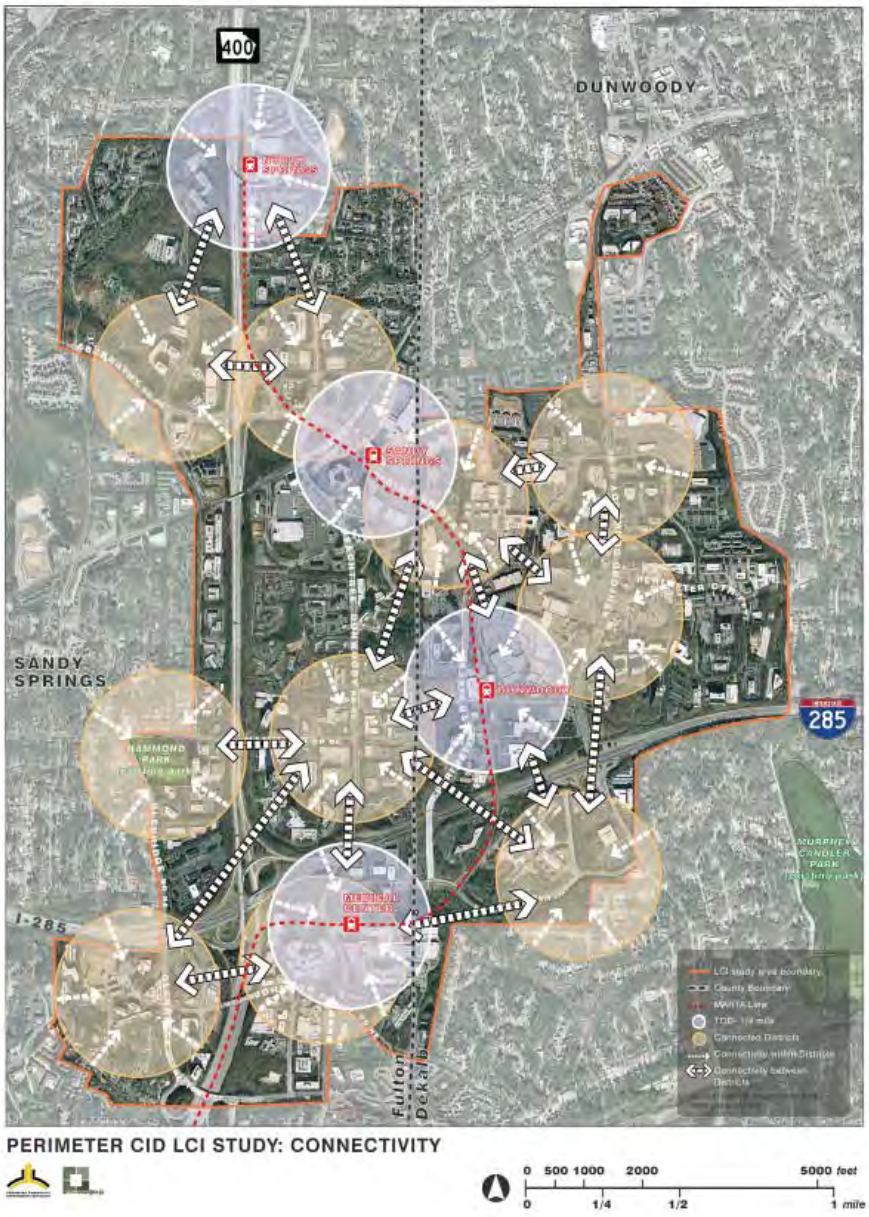
There are several parks in Dunwoody (Brook Run Park and others) that have good facilities. Connectivity to these parks will benefit Perimeter. PCIDs can partner in supporting and promoting activities that benefit Perimeter residents, businesses and visitors.

Existing parks

4.0 :: Recommendations

Connectivity: Perimeter has diverse uses and activities throughout PCIDs. The office, retail and residential are spread out in separate private developments with few exceptions. As a regional district, Perimeter draws diverse people to work, study, shop, and visit the various amenities. While we look at the connectivity needs, the needs of each of the groups differ from one another. These groups could be divided broadly into four groups; residents and neighborhoods; commuters who come to work; visitors who come to the hospital and offices; and regional visitors who come to shop and visit. Each of these groups needs connections to different locations and services. Residents and surrounding neighborhoods need connectivity to retail, restaurants, shopping, hospitals

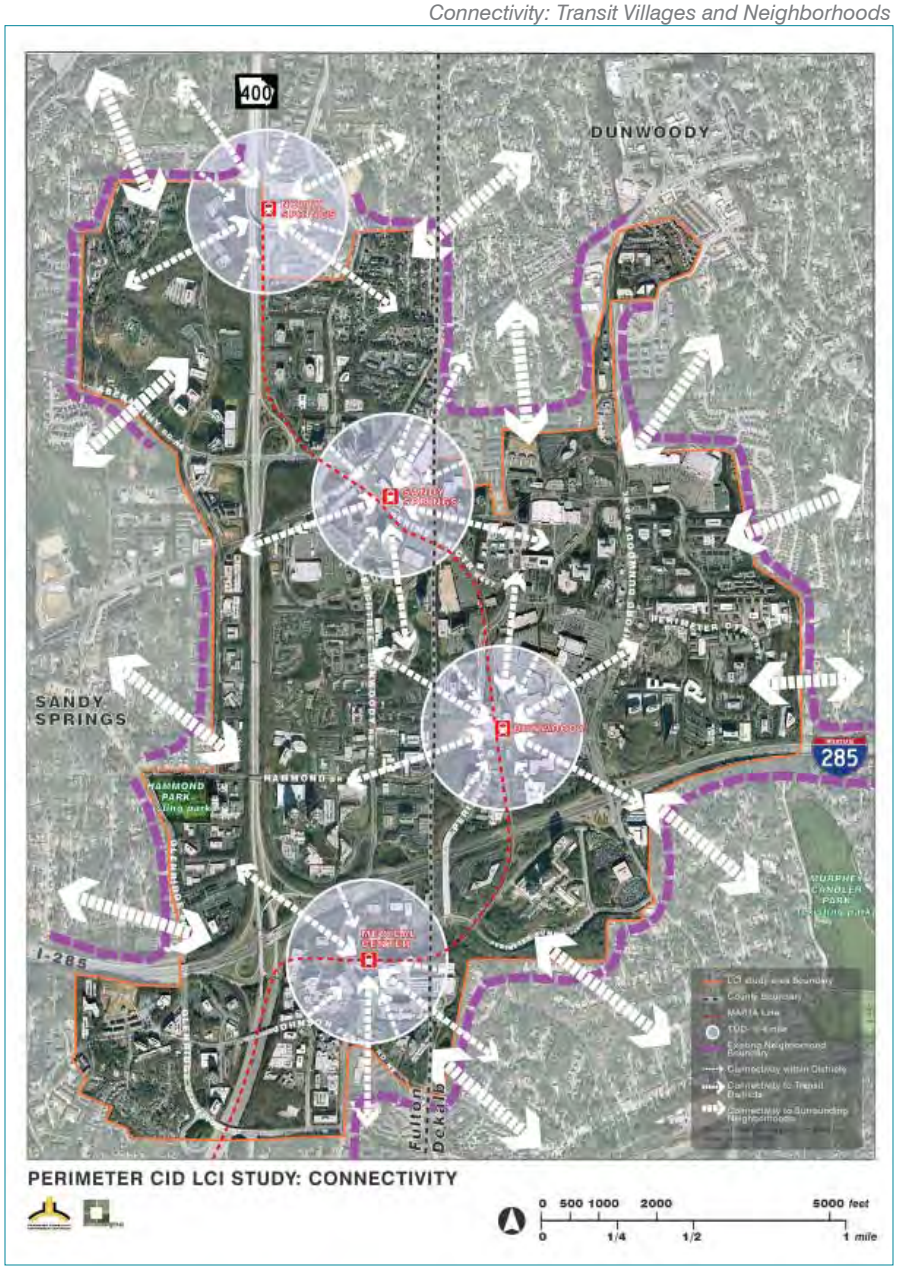
Connectivity: Intra-district and MARTA Station



4.0 :: Recommendations

and MARTA; commuters and students who work or study need connectivity to MARTA and their office or institution locations; visitors need connectivity to MARTA, shopping, and hotels; and regional visitors to Mall, MARTA and hospitals. There is no single system that is likely to address the complex diverse needs of all of the groups. This will require a multi-mode system, a combination of shuttle or trolley, transit, pedestrian, bike, multi-use paths and others. This is by far the biggest challenge for the Perimeter to be addressed in the coming decade to enhance the connectivity and provide alternative modes and enhanced mobility to people.

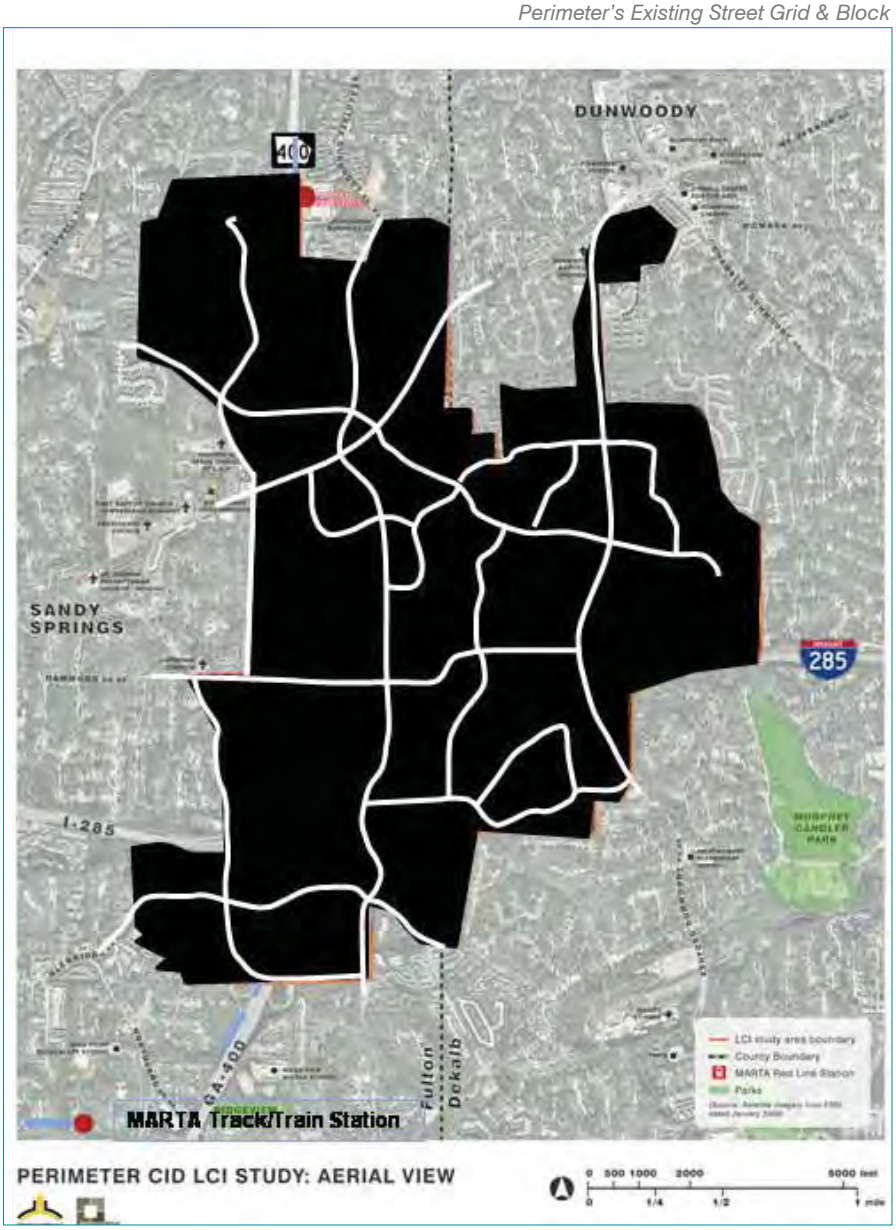
Connectivity: Transit Villages and Neighborhoods



4.0 :: Recommendations

Urban Structure and Walkability: Although there has been good sidewalk and bike infrastructure improvements made, all of these improvements are within the existing right of way (ROW). Perimeter's auto sized street grid, lot sizes and large blocks limit the walkability and pedestrian-friendly environment. Buildings set back deep from the streets, fronted with large surface parking lots fail to create pedestrian friendly environments that encourage pedestrian activity. All successful walkable cities; such as Savannah, Portland, Barcelona, San Francisco have good street and block structure that are small and walkable. The size of street grids in these cities vary from walkable 200' to 550' as compared to auto focused 1800'-2000+' in Perimeter.

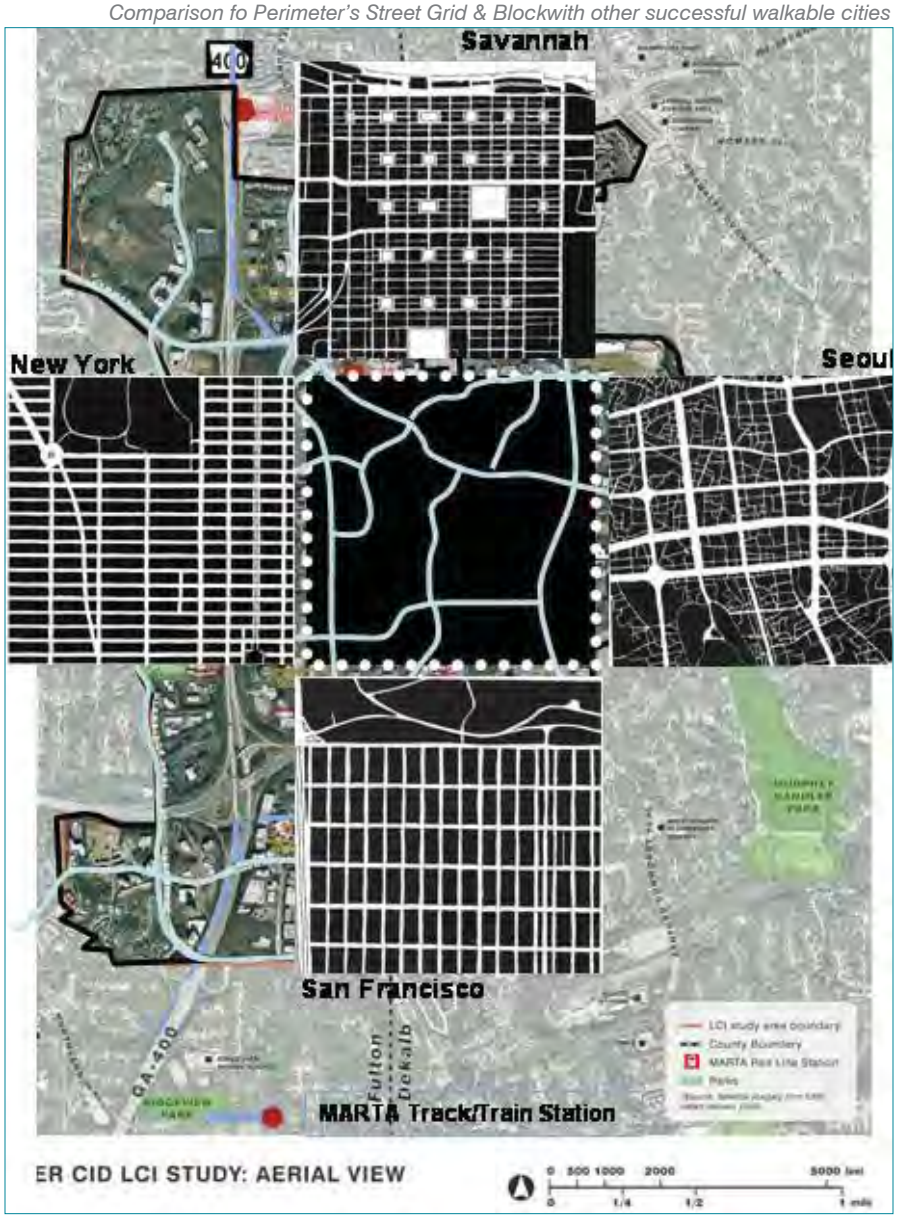
Perimeter's Existing Street Grid & Block



4.0 :: Recommendations

The next level of effort to transform the Perimeter suburban to urban structure and character has to focus on retrofitting the suburban grid and character to an urban grid and character. This would involve engaging in detail planning and design to investigate where and how this can be enabled as it involves working with private properties, multiple jurisdictions and a challenging topography and hydrology. A broad level of coordination and framework is required to be established to implement the transition as the development and redevelopment happens with the significant expected growth over next 25 years.

Comparison fo Perimeter's Street Grid & Blockwith other successful walkable cities



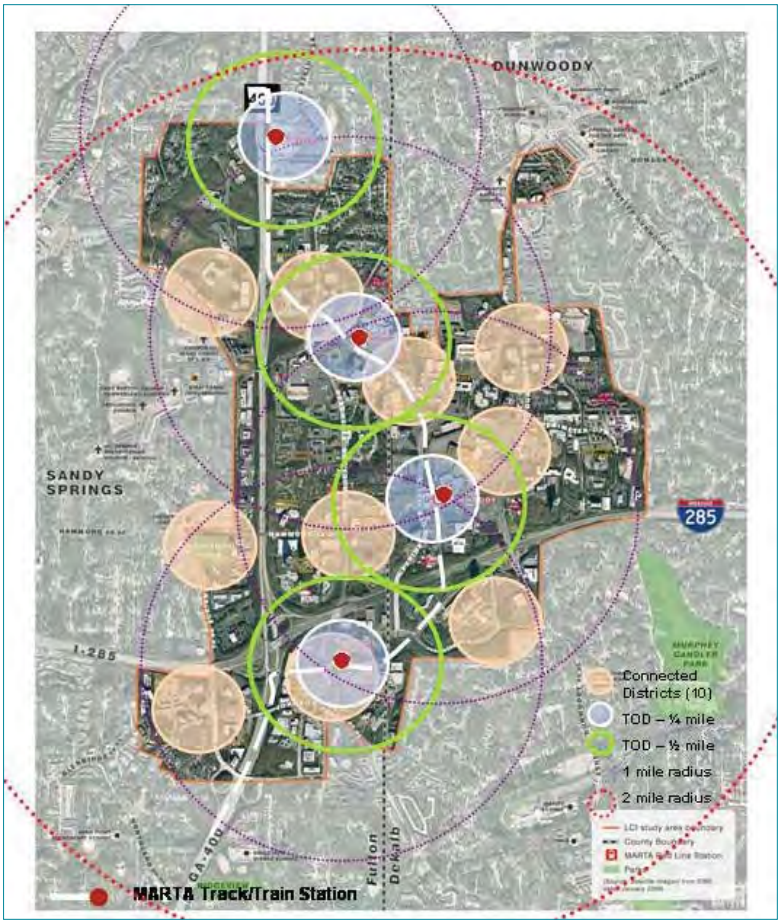
4.0 :: Recommendations

Connected Districts: PCIDs has identified ten walkable districts around major intersections and/or activities and has been diligently working on improving the walkability. The improvements include sidewalks, signage, and pedestrian safety. The walkability score within these districts score high. Further improvements and increased connectivity will enhance this further. I

Transit Villages: One major asset that is under utilized is the MARTA transit. The three MARTA stations (almost four) within the PCIDs boundaries are incredible assets that can be better leveraged. The ten connected districts do not include the MARTA stations except one (Medical Center Station) that overlaps. Establishing transit villages as envisioned by the LCI vision would help make that transition of creating these high activity hubs that will enhance transit ridership and create vibrant active life within Perimeter.

MARTA developed and adopted Transit-Oriented Development Guidelines in May 2010 that provides the typology and development guidelines for the transit stations. Medical Center Station is categorized as special regional center, Dunwoody Station as town center station, Sandy Springs Station as community town center station and North Springs Station as collector station.

PCIDs Connected Districts and TODs



Walkscore.com, a web service that calculates the 'walkability' of a neighborhood based on the amenities located within walking distance of a selected address, assigns Perimeter a score of 79 out of a possible 100 points, which translates to "very walkable". The scoring does not take into account block size, connectivity and the availability of pedestrian infrastructure.

4.0 :: Recommendations

4.1 Areas of Focus for "Perimeter @ The Center - Future Focus"

Based on the community visioning, analysis and the goals, three primary areas of focus emerged; sustainable growth management, livability enhancements and connectivity for this 2011 LCI update.

- Sustainable Growth Management – Focusing the potential expected growth and demand
  - Creating Transit Villages – TOD's at transit stations (with housing options and densities)
  - Attracting offices, corporations, and employment
  - Development of parking lots and redevelopment of under-utilized assets
  - Establishing required regulatory framework
  - Creating a model sustainable community
- Livability Enhancements
  - More vibrant urban environments
  - Cultural and recreational activities – museums, art galleries, theatres, restaurants, parks, open spaces, trails, green space connectivity, etc.
  - "Sense of Place' – creating the heart – TOWN CENTER -civic plazas and spaces, etc.
- Connectivity – pedestrians, trails, multi-paths, bikes, neighborhood electric vehicles (NEVs) and shuttle, and transit
  - Internal connectivity within connected districts and TODs
  - Connectivity to neighborhoods
  - Intra-districts and TODs connectivity
  - Regional
- Creating Complete Streets
- Walkability and pedestrian friendly environment
- Block sizes and pedestrian infrastructure
- Way finding

4.0 :: Recommendations

4.2 Development Potential

The market analysis projects a significant demand for Perimeter for the next 25 year horizon. The demand for office and retail is almost as much as the current inventory and the residential is five times that of today. The potential demand certainly gives the Perimeter a great opportunity to make the transition from edge city to a urban thriving walkable transit based Perimeter as desired by the LCI vision. Following is the estimated projected demand.

Total Area Demand			
		Yrs 1-10 2011-2021	*Total 25 Yrs 2011-2036*
Retail From Current Unmet Demand		1,228,639	1,228,639
From Employee/Visitor Markets		177,551	396,637
Retail From Market Area Household & Income Growth		4,613,499	10,306,217
Retail	**SF =**	**6,019,690**	**11,931,493**
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Residential: Single Family Detached Houses	**Units =**	**2,847**	**10,026**
Residential: Townhouses/Condos	**Units =**	**738**	**2,600**
Residential: Multi-family Rental/Apartments	**Units =**	**5,153**	**18,145**

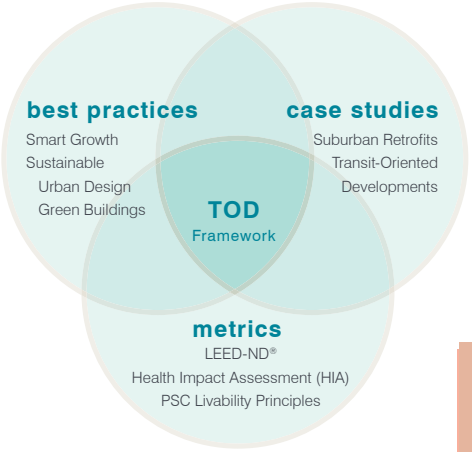
2022-2036 Retail & Local Office AGR = 1.41%

4.0 :: Recommendations

4.3 Framework Plan

The Framework Plan brings together components of best practices and case studies in transit-oriented development, suburban retrofit and sustainable urban design, fortified with LEED ND and the livability principles of Partnership for Sustainable Communities.

The Framework Plan lays out recommendations for the three focus areas; sustainable growth management, livability enhancements and connectivity as mentioned previously.



Growth Management

The development potential indicates far more demand than available vacant land and the development of approved projects. However there is significant amount of under utilized assets; surface parking lots and aging infrastructure and development to accommodate the demand. The LCI vision lays out a framework for the development of Transit Villages – TODs.

We recommend focusing the future anticipated development and demand along the transit spine (MARTA) around the four transit stations that would further leverage the transit and create a sustainable growth pattern. The first priority should be at the core of the Perimeter –Dunwoody MARTA Station. This is an ideal location for a starting point of this effort, as 6 to 8 major developments are planned in this area. This will give a great impetus to retrofit the large surface parking lots and suburban street grid that surrounds Perimeter Mall. It will also give great opportunity to integrate the much desired civic gathering space that can serve both active and passive recreational activities. Being centrally located and accessible by two MARTA stations and several surface streets this will become the heart of the Perimeter in future providing a sense of place for the Perimeter community.

Adding connectivity, livability enhancements will attract diverse high quality businesses and corporations that provide high paying jobs. The transit villages can also provide diverse housing products for a diverse group of people from work force housing to empty nesters to Gen Y and others. The transit villages that enable walkable mixed use environments will capitalize on life-long communities ARC program, where senior citizens can live and walk to the various services and amenities among other population. This will align well to capture the expected market demand and market needs.

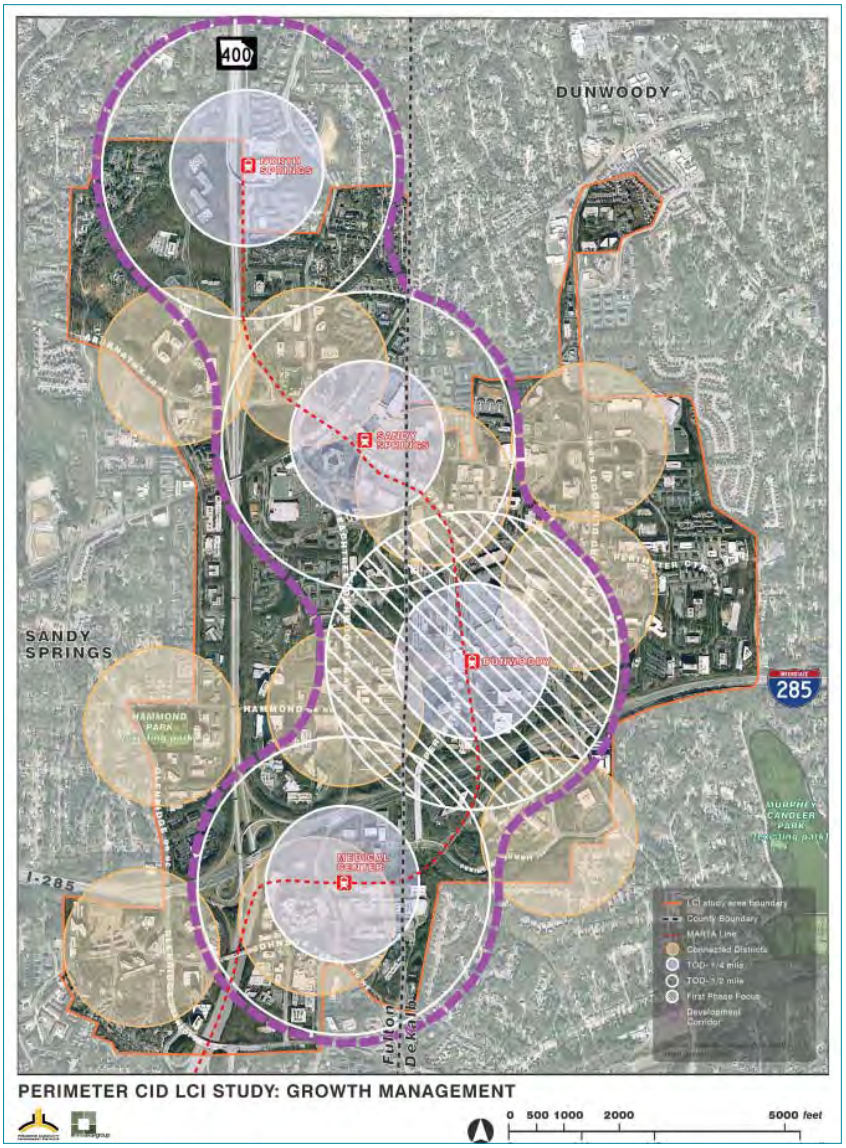
The infusing of additional housing and various livability enhancements will give an opportunity for many people employed in various sectors from corporations to medical to institutional to live and work in close proximity. This will reduce the commuting distance and time and contribute to creating more sustainable growth for Perimeter as well as the region.

"It's a community where if people don't want an automobile, they don't have to have one."

Ray LaHood
Secretary of U.S. Department of Transportation
Describing "livable communities" in an interview
with AARP Bulletin Today (October 1, 2009)

4.0 :: Recommendations

There is some disconnect between the adopted LCI and comprehensive land use plans and the current zoning. The current zoning regulations in terms of use, density, coverage, building heights, frontage, setbacks and others do not reconcile with the intended development as adopted by Comprehensive Plans and the LCI vision. Regulatory changes will be required to align the current zoning regulations with the Comp Plans and the LCI vision to help realize a sustainable vision. MARTA TOD guidelines provide recommendations for the transit stations based on its typology. While embarking on the zoning regulation changes incorporate the MARTA TOD guidelines as it fits the LCI vision.



Growth Management - Creating Transit Villages around MARTA Stations

4.0 :: Recommendations

4.3 Framework Plan

Livability Enhancements

Livability enhancements focus on creating the civic realm – civic plazas, gathering places and sense of place; green spaces – parks, picnic areas, and recreational spaces and thriving active life with diverse choices of entertainment and cultural activities – music, art galleries, live theatre and others. Creating these enhancements relies on both public and private partnerships as they complement and support one another.

Civic Realm: Civic realm constitutes the streets, pedestrian infrastructure, and a variety of gathering spaces. As mentioned in the LCI vision above, there is an overwhelming desire for a 'town center' for Perimeter, which would give a greater 'sense of place' to Perimeter. Two critical components can address this desire; one, creating a 'Main Street' where there is a variety of activities from shopping to entertainment to cultural activities, that is people and pedestrian friendly and; two, a civic plaza or town square or place that allows for a multitude of activities. Integrating an outdoor space (amphitheater) for concert venues (casual or informal) within this would definitely enhance the civic realm. This would give a heart or center to Perimeter and a sense of place. These two elements will create an active healthy life style at Perimeter. Main streets and civic space are very powerful in creating the urban character and image of Perimeter.

In addition there should be a number of smaller scale gathering spaces and plazas and pocket parks scattered around the various connected districts and/or nodes to facilitate the social interaction of people. These spaces can be part of private developments as long as they are open to public use. Embedding these in the activity nodes and connecting to others via civic realm elements will create a strong identity and image for the district as a whole. There should definitely be civic gathering places provided as part of Transit Villages - TODs. Integrating these gathering places with the transit station will provide the hub and its own TOD district identity as well.

The design of the streets, plazas, streetscape, scale, architecture, vista and form are critical in creating a personable and memorable civic realm.

There are a number of examples of these spaces and places of varying scales, sizes and character.

Main Street Example

Main Street Example - corner patio

Main Street Example - pedestrian scale

Main Street Example - outdoor dining

4.0 :: Recommendations

Main Street Example - wide sidewalk, space for trees, street furniture and onstreet parking that provides a buffer between the pedestrian and automobile traffic - very pedestrian friendly environment

Main Street Example - compact street, scale, trees and architecture

Main Street Example - buildings close to street, signage, street trees and outdoor dining

4.0 :: Recommendations

Main Street - Potential Locations

There are three potential locations for Main Street in Perimeter, one, Perimeter Center Parkway beginning from Hammond Drive and terminating at Perimeter Place that is currently acting like a small Main Street; two, an internal street of High Street proposed development that runs a block west parallel to Perimeter Center Parkway and terminates in Perimeter Place; three, as the Perimeter Mall retrofits, its front surface parking lots hold potential for redevelopment with a thriving Main Street, this would be a block west parallel to Ashford Dunwoody Road. The advantage of creating the Main Streets on smaller roads away from busy arterial roads lends itself for better pedestrian environment that is conducive and safe for Main Street activities.

Town Green and Square

An ideal location for a town green is in close proximity of Dunwoody MARTA Station and Perimeter Mall which is the geographic hub of Perimeter. The size of this green will depend on the land availability and feasibility. One location would be to cover the channeled creek that runs under the MARTA elevated tracks to create the town green. This would be a linear configuration with a broader open web at the northern end depending on the availability and acquisition of land. Creating a town green along Perimeter Center Parkway will provide opportunity to make Perimeter Center Parkway the Main Street. This would also allow for the redevelopment of the parking lots behind the Perimeter Mall into a residential based mixed-use.

A more compact town square (1 to 2 acres) can be located near Hammond Drive and Perimeter Center Parkway across from Dunwoody MARTA Station. This will provide a great anchor to the Dunwoody Transit Village.

Another option for consideration is to create a larger size park (16 to 1 7acres) that will include civic plaza, town green, town square and park that serve active and passive recreation combining the linear park under the MARTA tracks and part of the Perimeter Mall's parking lot. This could be a smaller version of Piedmont Park or Centennial Park. This

Potential locations for town green/square

Potential locations for town green/square

Compact urban park

Town Green/Square Example - Compact, space framed with buildings with hard and soft landscape

4.0 :: Recommendations

would be a miniature version of Central Park that would allow for higher density around it, will most certainly create higher return on investments, higher appreciation of real estate values and premier rents, long term sustainability and a strong sense of place and identity for Perimeter. Creating this would require collaborative effort between the property owners, PCIDs and the jurisdictions

Open/green space along with Transit Station

Large urban park with outdoor theatre

Town Green - outdoor theatre

Civic gathering spaces - plazas with bandstand

Civic gathering spaces - plazas

Civic gathering spaces - plazas

4.0 :: Recommendations

4.3 Framework Plan

Green Spaces

Green spaces include pocket parks, playgrounds, community parks, picnic areas and stream buffers along creeks that serve both passive and active recreation. The scale and size of these can vary from a small playground to Hammond Park to Central Park. Ideally, there should be a pocket park/ playground (minimum 5,000 square feet) within a five minute walking distance (1/4 mile radius – in connected districts and TOD districts), especially in housing locations. The projected demand expects a considerable growth that may require larger community park/s with active recreational amenities; such as tennis courts, multi-purpose fields, gymnasium, community hall and others, similar to Hammond Park. The need for such a park/s has to be determined in conjunction with other existing parks, their function, activities and usage. Providing additional parks enhances the quality of life. Developments that overlook parks, open spaces, civic spaces will experience an increase in

Park for active and passive recreation

Park for active and passive recreation

Linear urban park - for multi-use

Park for active and passive recreation

4.0 :: Recommendations

property values and yield higher rents as premium spaces.

There are streams within Perimeter. The stream buffers that are required to provide will provide for preserved open spaces; these could be used as greenway links. In some cases they provide a transition buffer between the residential neighborhoods and other commercial activities. There are also attractive ponds (storm water ponds) that are part of private office and residential developments surrounded by some green space, linking these will provide a greenway system within Perimeter.

Outdoor amphitheatre

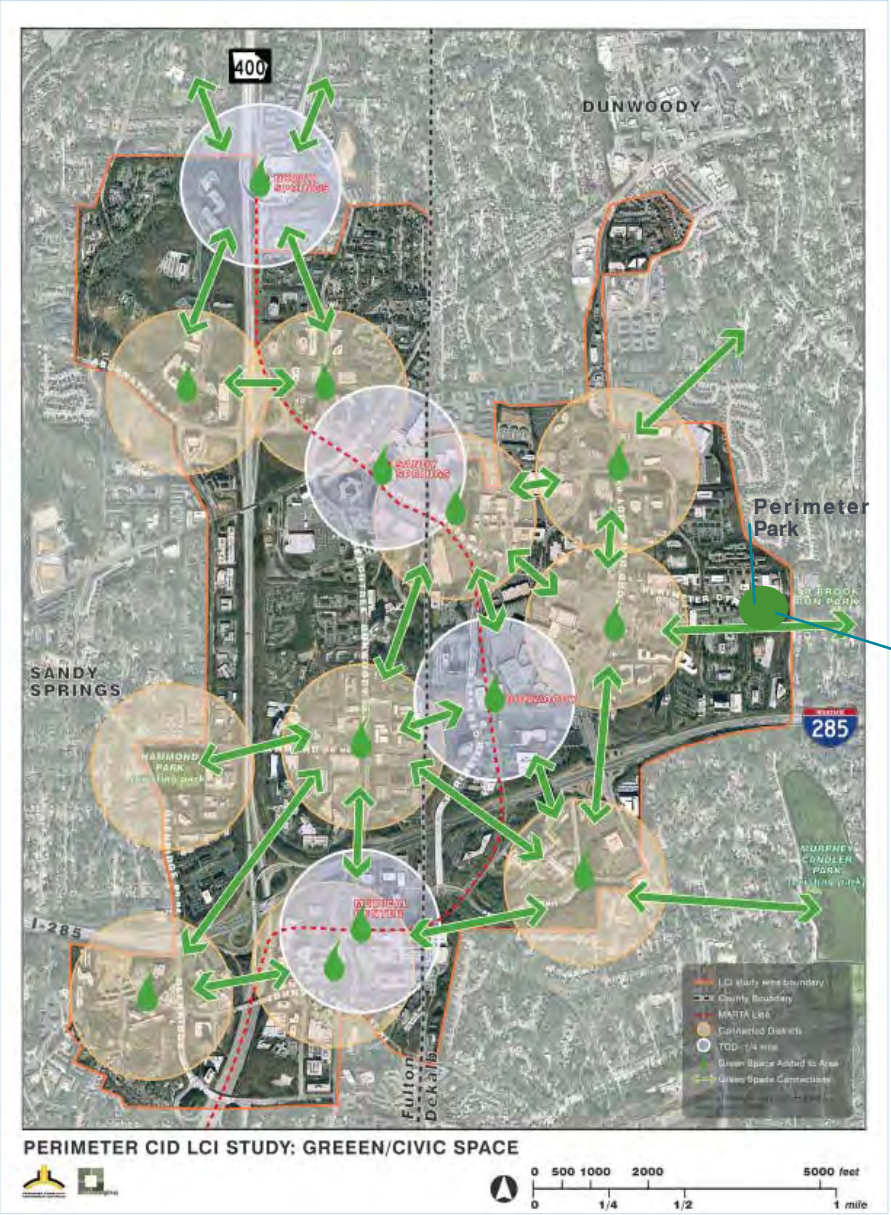
Civic gathering spaces - plazas

Civic gathering spaces - plazas

Civic gathering spaces - plazas

Park for active and passive recreation

4.0 :: Recommendations



Parks, open spaces and civic gathering spaces to be provided in each of the connected districts and TODs

Source: Dunwoody

Perimeter Park - Preliminary Master Plan

Creating civic realm and green spaces will require a public-private partnership and collaboration between the jurisdictions. As the zoning regulation changes are amended to implement the LCI vision, developing guidelines and codes to incorporate civic realm and green spaces will ensure the creation of robust civic realm and green spaces as the development and redevelopment occurs. Connecting the green spaces will enhance the convenience, the use and the quality of life. The connectivity can be achieved through various means; sidewalks, multi-use paths, greenways and others. The type and location of these connections will depend on natural features, existing development, topography, the location of the green spaces and the availability of land and easements. This would require a concerted effort and collaboration of

4.0 :: Recommendations

public-private partnership.

Dunwoody has a Park Master Plan that proposes new parks and renovations to existing parks and trail network to connect them. Brook Run Park is the largest park in Dunwoody with various active and passive recreational amenities. Development of new parks in Perimeter has to be done in conjunction with these parks and available amenities. PCIDs can work with corporations, sponsors and parks system (in all three jurisdictions) to promote programs, advertising, education, marketing and branding to enhance the quality of life.

Culture

Promoting cultural activities will add another dimension to quality of life at Perimeter. The presence of Art Institute of Atlanta and Spruill Center for Arts can help spur more art focused activities. Both private and non-profits can take a lead in building this element, PCIDs can assist in facilitating more activities. Dunwoody recognizes such a need and is making efforts to attract more facilities and activities. Attracting a regionally, nationally or internationally recognized museum, art gallery, or a theatre can boost this effort. Locating such a facility to be part of the town green or town square or Main Street will add another dimension to the quality of life in Perimeter.

Schools

Schools are a critical component. As more resident population flows into Perimeter there will be need for more schools. The type of housing and demographics are likely to attract the Gen Y generation that is likely to have younger children. The initial need may be more for the elementary and middle schools. Establishing good private, charter and/or public schools will be important in attracting the future population into Perimeter. This is a complex issue that requires an involved understanding and collaboration between the jurisdictions, school board and other partners that are involved. Locating schools closer to residents and providing a good multiple mode connectivity will be of great importance. Enabling children to walk to school would improve the health and quality of life. Locating the schools with a link to greenway system will enable connectivity to other nodes and neighborhoods. As the regulatory framework is amended to implement the LCI vision, guidelines and framework for establishing the required schools should be addressed.

4.0 :: Recommendations

4.3 Framework Plan

Connectivity

To serve the needs of the different groups and providing opportunity for multiple modes; pedestrian, bike, multi-use paths, shuttle, transit and others should be considered. Following is an example of different needs of the different groups and the potential modes that can serve them.

TYPE OF DRAW	ACTIVITIES	MODES
Neighborhood Activities (Draw)	Perimeter Mall/Best Buy Perimeter Point Perimeter Place Super Target Costco REI/Bed, Bath & Beyond Entertainment/Restaurants	Bike, Pedestrian and Neighborhood Electrical Vehicles
Regional Activities (Draw)	Perimeter Mall/Best Buy Perimeter Point Perimeter Place Super Target Costco REI/Bed, Bath & Beyond Entertainment/Restaurants Northside Hospital/Medical Center and St.Joseph's Hospital	Pedestrian, Bike and Shuttle + Transit
Commuter Activities	Offices Stanford Brown College Argosy University Troy State University Art Institute of Atlanta	Pedestrian, Bike and Shuttle + Transit
Visitors Activities	Offices Hotels-Mariott (3 of them), Hampton Inn, Crown Plaza, Embassy Suites, & Westin	Pedestrian, BikeShuttle + Transit

Three levels of connectivity are envisioned to serve these needs; internal connectivity within connected districts and TODs, intra-district connectivity and connectivity to surrounding neighborhoods.

Internal Connectivity in Connected Districts and TODs: There has been lot of progress made in this regard. Sidewalks are provided within these districts, enabling additional pedestrian safety and way finding will be required to strengthen the connectivity within.

Intra-district Connectivity: Beyond the sidewalks and bike lanes within the ROW, new connections of multi-use paths that can accommodate pedestrians, bikes and others will need to be made. The location of these will have to be coordinated with the potential future street grid, topography and the property owners for acquiring land and/or easements. Weaving a secondary grid within the current large suburban grid to reduce the block size to approximately 250'-260' X 450'-550' will provide much tighter and efficient connectivity. The first phase can begin with one layer of multi-use paths that reduce the current blocks to half or a third. Additional paths can be provided as the redevelopment occurs and connect each other. These should be coordinated with Dunwoody (see appendix for the proposed greenways map in Dunwoody) and Sandy Springs.

MARTA – TOD Guidelines completed in May 2010 provides guidelines for connectivity within TODs and the transit stations.

raised bike way - Amsterdam model

raised bike way - Amsterdam model

multi-use path for pedestrians and bikes with trees protected from automobile traffic

4.0 :: Recommendations

Currently there are shuttle services that are in operation provided by individual corporations for their employees and facilities. A consolidated shuttle system that connects the various districts, nodes and uses should be explored further. This will require multiple routes and frequent headways to be effective. If feasible, dedicated shuttle lanes within the existing ROW and/or new paths may be explored. All of them have to connect to the transit system. Shorter routes and higher frequencies will make it more effective and yield higher usage and make it convenient to the user. Increased frequencies in rush hour and lunch hours will further facilitate more connectivity and offer choices for people.

Providing rental bikes or Zip Cars at transit stations and other key locations such as Perimeter Mall, hotels, some of the offices should be considered. Providing bike racks, parking facilities for these will require working with property owners and businesses. These systems are becoming more common and are being used very effectively in many communities; Portland, Austin, Vancouver, Copenhagen, Barcelona and others. This would require working with private operators who enable these services. Adding shower and storage lockers in transit stations will further encourage commuters to bike to work.

These efforts are to be combined with marketing and educating people of the various choices and the benefits.

Block Sizes and Pedestrian Environment

To encourage pedestrian activity and pedestrian friendly safe environment, the block sizes should be reduced. As the redevelopment takes place, tighter and compact blocks with complete pedestrian infrastructure must be provided. A framework and guideline has to be developed to ensure that the retrofit happens to the design form, character and vision.

Neighborhood Connectivity: Multi-use path connectivity would be the most acceptable way to connect to surrounding neighborhoods. A combined 16'-18' path will accommodate pedestrians and bikes. A perimeter system along the creeks and the freeways with links to main uses and nodes; retail services, hospitals, parks and town center and transit station will ensure the needs of the community are met. The expansion of sidewalks along the main arterials should be considered to build this multi-use path connectivity. It will

multi-use paths as connectivity corridors

multi-use paths in parks, openspaces along creek buffers

multi-use path bridges across freeways and creeks

Striped bike lane along the arterial road

4.0 :: Recommendations

provide alternative modes to residents to avail the services and access transit. This would require a detailed study and a collaborative effort from various businesses, property owners, private and public entities. The topography and stream buffer constraints will pose some challenges to create this connectivity.

A phased approach to this system will offer opportunities to create an integrated system of roads and multi-use paths as required in the future. An illustration of this incremental approach is in Retrofit section of the report.

Dunwoody has been working on multi-use path connections to link the neighborhoods with the Mall and Perimeter's commercial core. Working with these partners to develop a comprehensive and phased plan to develop this system will go a long way in establishing strong neighborhood connectivity in Perimeter.

Complete Streets: The idea of complete streets is to accommodate multiple modes of transportation; auto, buses, shuttle, bikes, NEVs, parking, walking. The improvements that are already made to the existing streets and planned will address some of this. Additional improvements such as shuttle, HOVs, sharrows (shared bike lanes) expansion of sidewalks to accommodate other modes recommended as part of the connectivity strategy will enable the concept of 'complete streets'. As detailed evaluations are made for the various connectivity improvements, determination of what streets are conducive to which modes of travel have to be made.

multi-use path for pedestrians and bikes with trees protected from automobile traffic

Way Finding: Perimeter has numerous uses and activities scattered throughout its boundary and have number of gateways and access points to its uses. Having a comprehensive hierarchical way finding signage system with good graphic and branding will help the navigation of people and traffic effectively. Hierarchical way finding means different levels of way finding signage for different needs; such as auto way finding, pedestrian way finding, transit way finding and others. Differentiating with graphic design, color, size will help enable smoother way finding. PCIDs have already undertaken this effort and are currently in the process of establishing a comprehensive system across the Perimeter.

eco friendly bikes

multi-use path for pedestrians and bikes along transit corridors

neighborhood electrical vehicles (NEVs)

neighborhood electrical vehicles (NEVs)

"Using the 'LEED-ND' green neighborhood rating system CNU developed in partnership with the Natural Resources Defense Council and Green Building Council, it's time that federal dollars stopped encouraging sprawl and started lowering the barriers to the kind of sustainable development our country needs and our communities want."

Shaun Donovan
Secretary of U.S. Department of Housing
Excerpt from speech delivered at the 18th Congress for New Urbanism
(May 21, 2010)

Federal **PARTNERSHIP FOR SUSTAINABLE COMMUNITIES:**

Six Livability Principles

1. Provide more transportation choices.

Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.

2. Promote equitable, affordable housing.

Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.

3. Enhance economic competitiveness.

Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets.

4. Support existing communities.

Target federal funding toward existing communities – through such strategies as transit-oriented, mixed-use development and land recycling – to increase community revitalization, improve the efficiency of public works investments, and safeguard rural landscapes.

5. Coordinate policies and leverage investment.

Align federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. Value communities and neighborhoods.

Enhance the unique characteristics of all communities by investing in healthy, safe and walkable neighborhoods – rural, urban or suburban.

4.0 :: Recommendations

4.4 Retrofit Illustration Model – Edge City to New Urban Model

Retrofit illustration model applies the Framework Plan components; sustainable growth management, livability enhancements and connectivity to illustrate the transformation from suburban to urban model of Perimeter. The area chosen for the model is the core of Perimeter – area around the Dunwoody MARTA Station and Perimeter Mall as shown below.

The federal government will begin to use the principles of new urbanism and metrics of LEED ND to guide federal spending to encourage sustainable development pattern that mitigate sprawl.

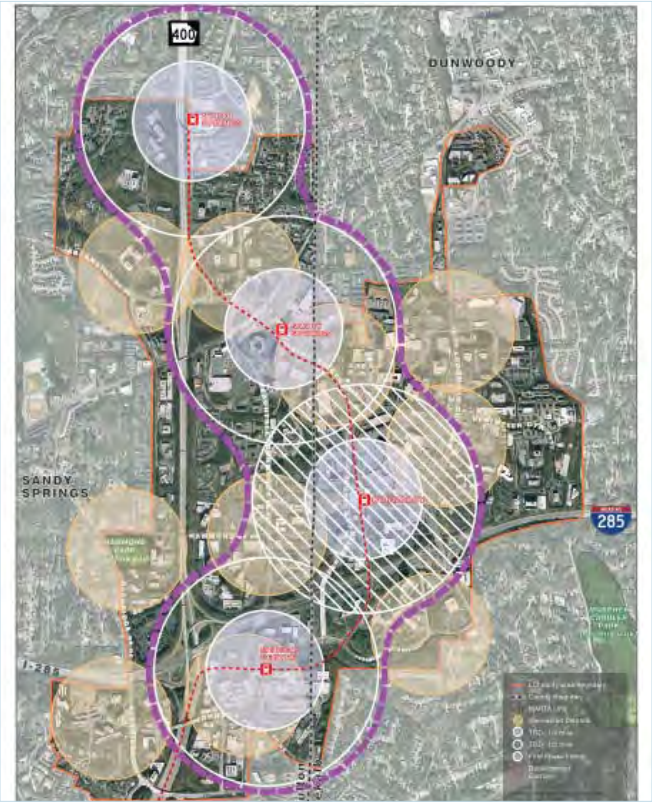
Sustainable Growth Management

As discussed above, focusing the potential growth demand into the Transit Villages (TODs) by creating a high density mixed use walkable TOD will provide the various housing options and choices that support the anticipated demand and life-long communities. This will also bring the social and economic diversity. Creating this TOD around the transit will leverage the transit further and contribute to the regional goals of sustainable growth. The retrofit model area is identified as the first phase focus of this effort. This will help achieve jobs to housing balance as well.

Sustainable Design

Form Based/ Smart Codes overlay should include sustainable design guidelines to address the water quality & conservation, energy conservation and efficiency design that promote walkable and healthy environments. Offering transit, bike, shuttle and other alternatives to automobile travel will improve the air quality. Incentives should be considered for encouraging sustainable design – LEED ND for neighborhoods and LEED for buildings

Growth management - creating Transit Villages



4.0 :: Recommendations

Livability Enhancements

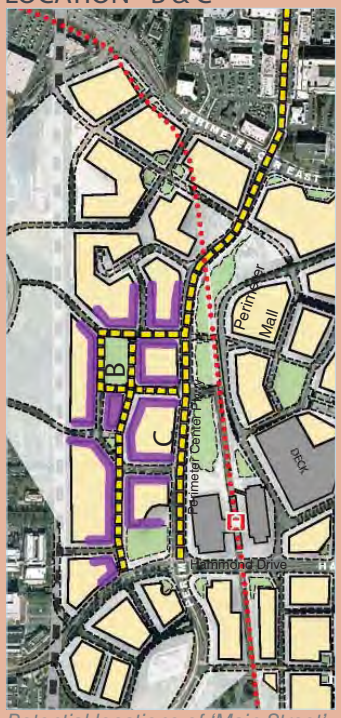
Creating walkable pedestrian friendly urban district with compact street grid, public realm – civic gathering spaces, open spaces – parks and playgrounds and creating a town green/square and a Main Street will make the transformation. The existing surface parking lots around the Perimeter Mall and Perimeter Expo Shopping Center and properties along Perimeter Center Parkway proposed for development are broken into street grid network with main boulevards with civic gathering spaces as shown can lay ground work for future development to occur. This can be accomplished in phases. If and when, the Perimeter Mall redevelops, that can be integrated into the grid. This will allow flexibility to retain the main anchor stores and redevelop the remaining around it. Many malls across the country are retrofitting them from internal one single large box to town center style-life style retail. The phasing approach will definitely allow for such transformation. Creating the grid and the size of the grid that can support diverse uses is the key. The linear green along MARTA tracks and the green at the corner of Hammond Drive and Perimeter Center Parkway across Dunwoody MARTA Station are two potential open space locations. The green at the corner of Hammond Drive and Perimeter Center Parkway can be a town square with hard and landscape that support multiple activities. The linear green could me more of a park styled open space or town green for both active and passive recreation.

The proposed street grid uses the existing curb cuts, entries and driveways that are already in use in most cases. A few new connections may be required at specific locations which can be accommodated with redevelopment of that parcel. The retrofit identifies civic plaza in front of the Perimeter Mall aligned with current existing open space that provides more emphasis and visual axis for the Perimeter Mall. A small plaza at the southwest corner of Ashford Dunwoody and Perimeter Center East which is an active hub along with a diagonal plaza walkway connection to mall will connect the major nodes and uses. This will also allow for greater way finding and gateways within the district.

LOCATION - A

Potential location of 'Main Street'

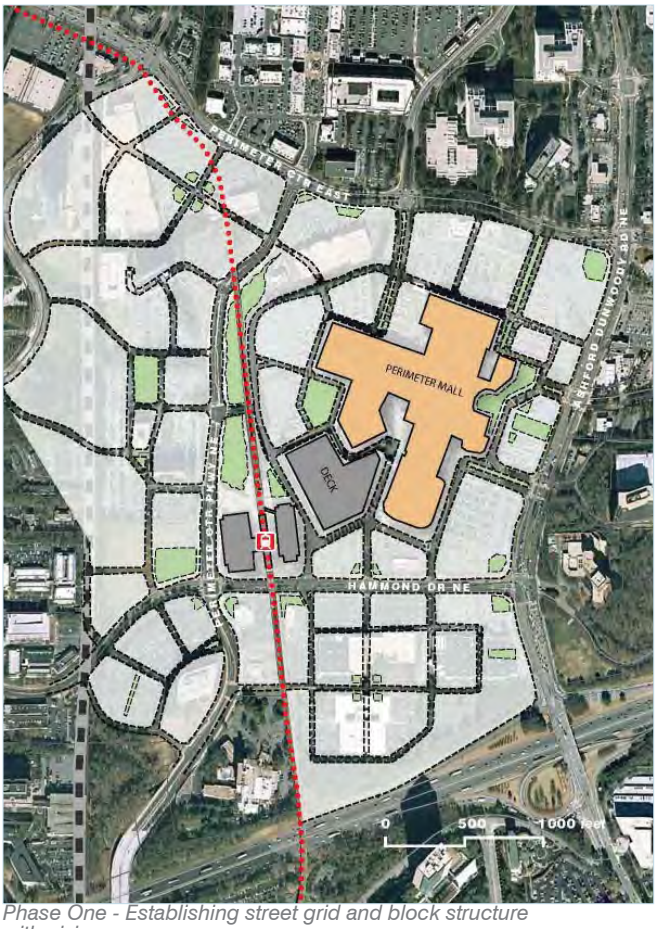
LOCATION - B & C



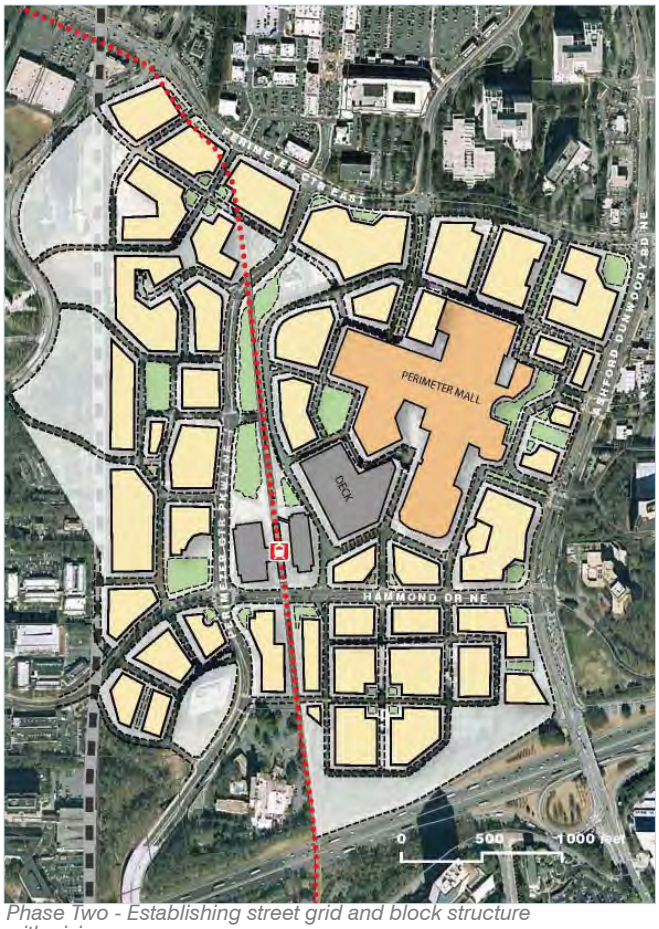
Potential locations of 'Main Street'

Three potential 'Main Street' locations are as shown in the map (A, B & C). This can be phased to evolve over time as the redevelopment occurs. Designing these streets as 'Main Streets' to ensure the pedestrian environment is important to set the stage for it to evolve as a thriving Main Street with active life. The two locations A & B as shown on the map are off of the main arterial road away from busy traffic lend themserlves better. However, if the linear green or park is developed along the eastern edge of Perimeter Center Parkway (C), that would make the Perimeter Center Parkway a candidate for 'Main Street' as well.

Potential locations of 'Main Street'

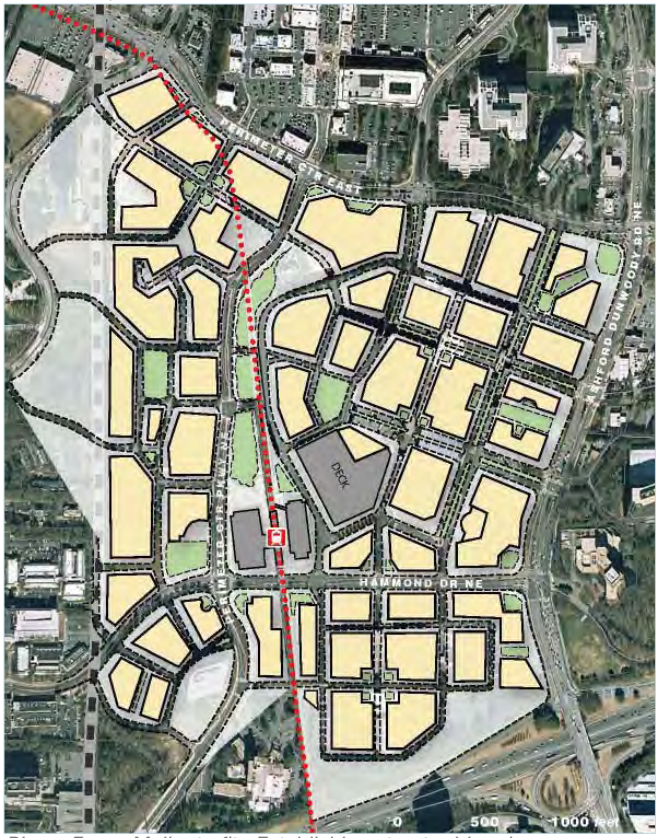


Phase One - Establishing street grid and block structure with civic spaces



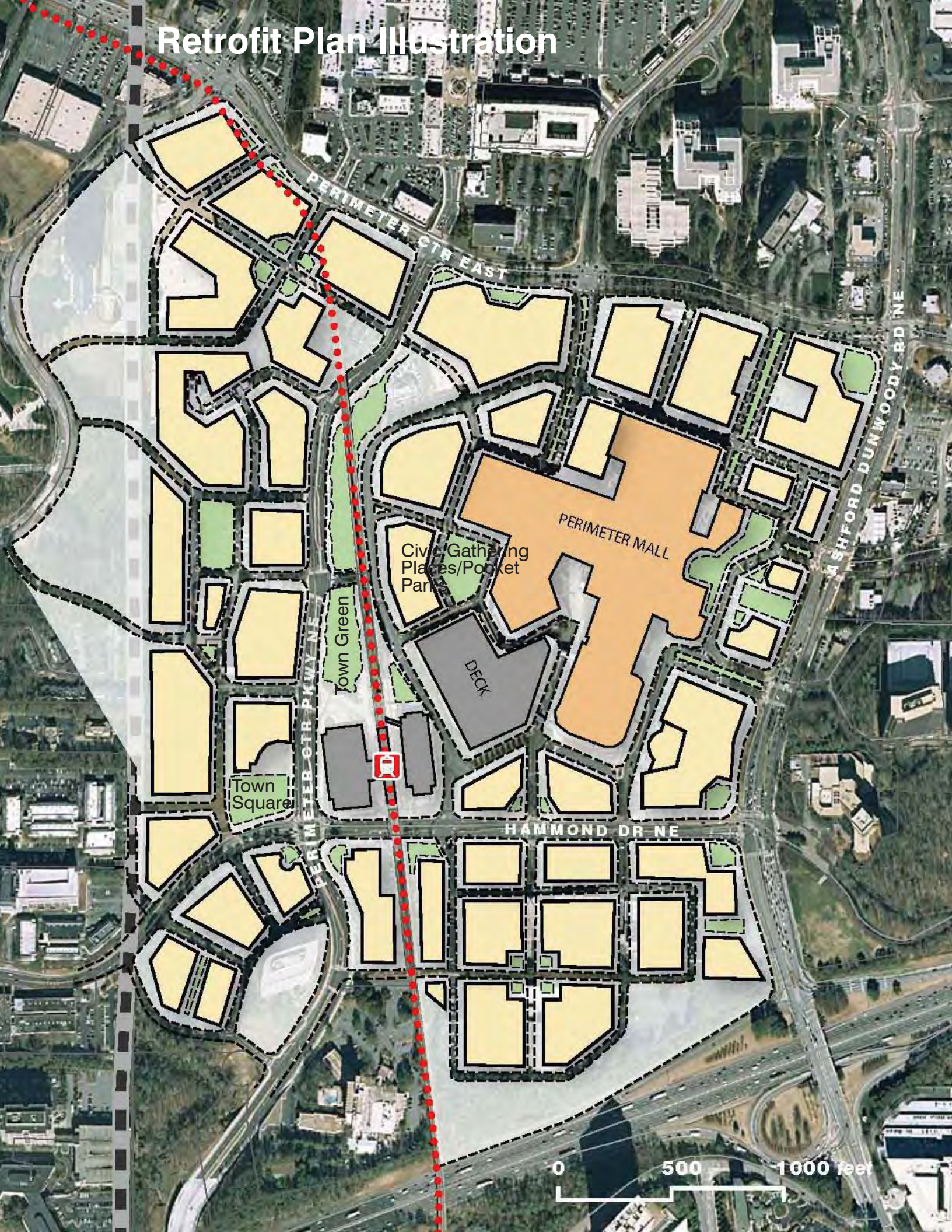
Phase Two - Establishing street grid and block structure with civic spaces

Phase Three - Mall retrofit - Establishing street grid and block structure with civic spaces



Phase Four - Mall retrofit - Establishing street grid and block structure with civic spaces

Retrofit Plan Illustration



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Phase One - Establishing street grid and block structure with civic spaces - 3D illustration

Phase Two - Establishing street grid and block structure with civic spaces - 3D illustration

Phase Three - Mall retrofit - Establishing street grid and block structure with civic spaces - 3D illustration

Phase Four - Mall retrofit - Establishing street grid and block structure with civic spaces - 3D illustration

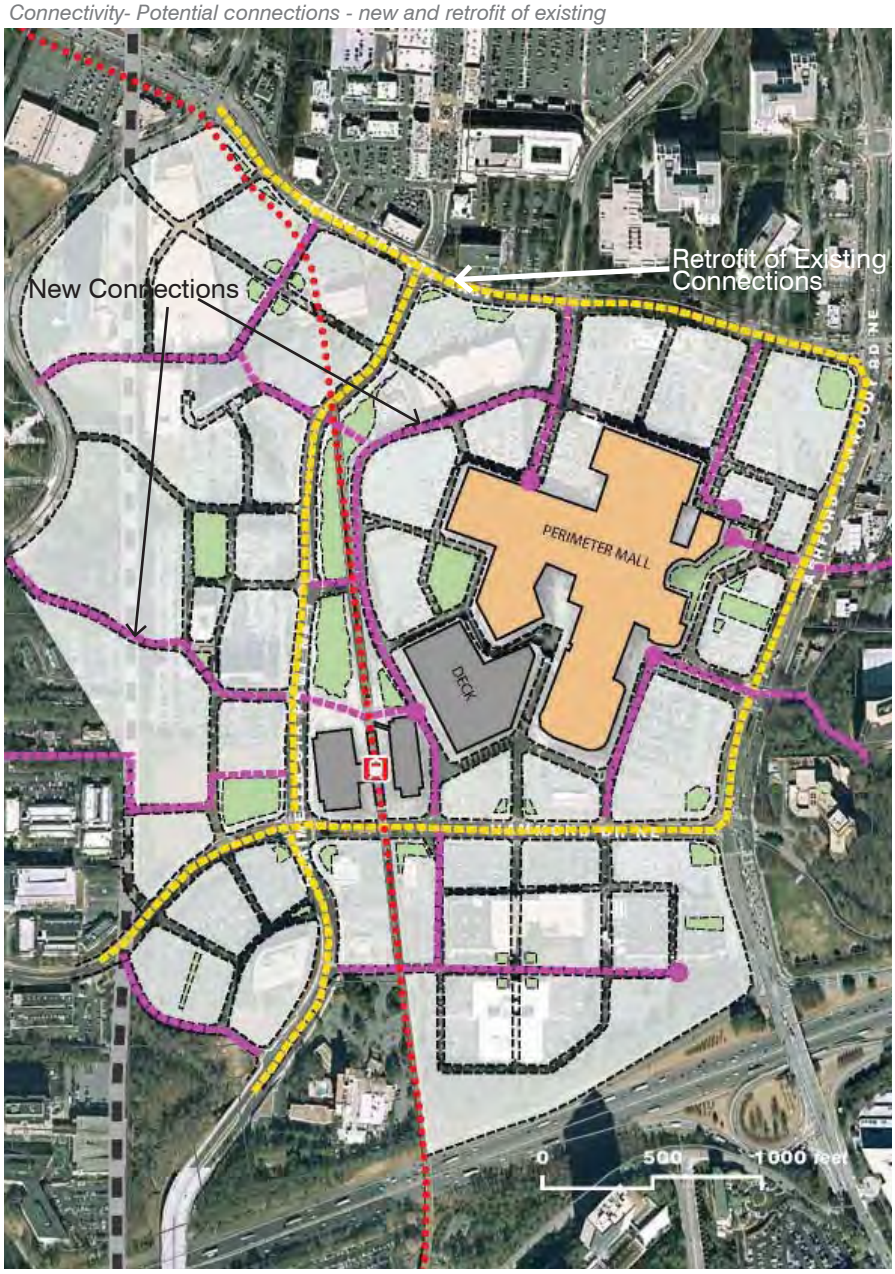
4.0 :: Recommendations

Retrofit Illustration Model – Edge City to New Urban Model

Connectivity

Connectivity Map shows the multi-use path connections that can be established along with the retrofit of street grid and walkable district. This would enable both internal and external connection within and outside of the district. Both new connections and retrofitting of the existing sidewalks are shown and how a phasing approach can work to establish them is illustrated as well.

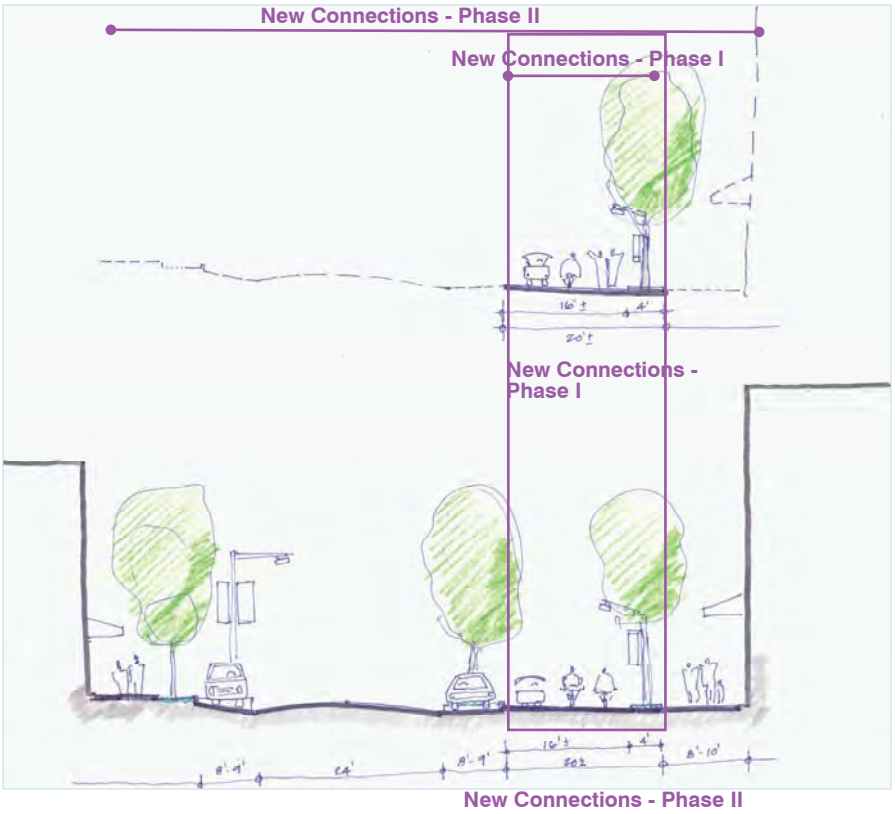
Connectivity- Potential connections - new and retrofit of existing



New Connections - Multi-use path along buffers, creeks and in open/green spaces

4.0 :: Recommendations

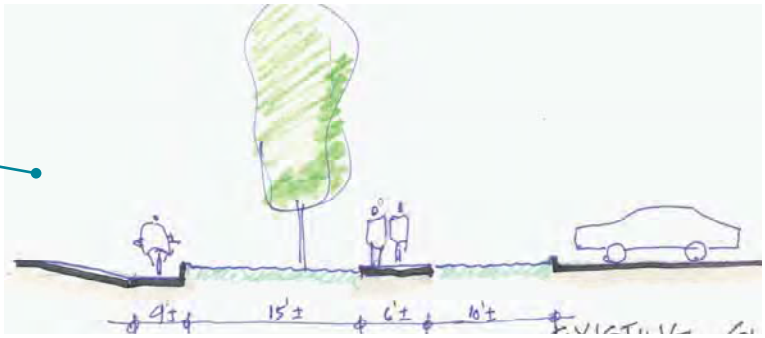
Retrofit Illustration Model – Edge City to New Urban Model



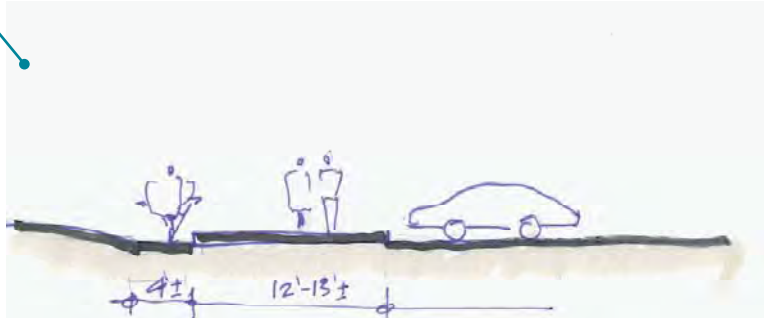
4.0 :: Recommendations

Retrofit Illustration Model – Edge City to New Urban Model

Connectivity



Retrofitting Existing Connections - Example - Perimeter Center West - Existing Conditions

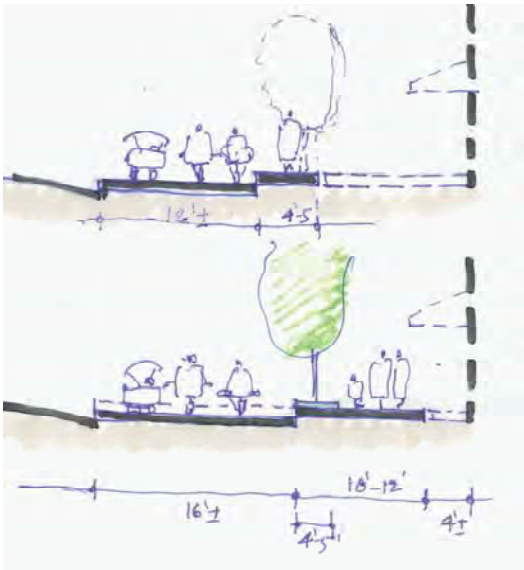


Retrofitting Existing Connections - Example - Perimeter Center West - Existing Conditions

4.0 :: Recommendations

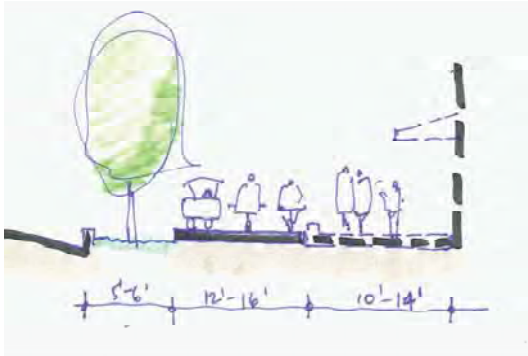
Retrofit Illustration Model – Edge City to New Urban Model

Connectivity



ALTERNATIVE ONE - raised bike/ NEV's raised pathway with raised pedestrian walkway with expandable sidewalks in future as development

ALTERNATIVE TWO - raised bike/ NEV's raised pathway with raised expanded pedestrian walkway with tree planters and street furniture and expandable sidewalks



ALTERNATIVE THREE - raised bike/ NEV's raised pathway with green strip/ trees between the road and multi-use path and expandable sidewalk in future as development occurs

Retrofitting Existing Connections - Example - Perimeter Center West

5 Implementation

5.0 :: Implementation

5.1 Implementation Strategies

The implementation framework is created for Perimeter to achieve the goals of the LCI program, community vision and the LCI Framework Plan. The LCI update further promotes the efficient land use and growth management, sustainable retrofit, integrated transit to promote alternative modes and sustainable living, enhanced internal and external connectivity and quality of life. All of these goals are targeted toward achieving a sustainable transformation of Perimeter from suburban to urban thriving mixed-use community - a premier livable center -

The implementation of the LCI Vision and Framework Plan will require collaboration of many stakeholders; Sandy Springs, Dunwoody, DeKalb, Fulton, property owners, businesses, development community, corporations, MARTA, ARC, GDOT, non-profits and others. The initiatives and efforts fall in both private and public sector realm. PCIDs leadership has been successfully implementing initiatives and projects that include efforts from private and public sector and they have established good partnerships with the various partners to realize the common vision.

Since the inception of the LCI Plan in 2001, the PCIDs have worked towards creating an effective implementation structure to execute transportation projects and planning efforts. Working with the DeKalb and Fulton Counties and GDOT guidelines have established program managers for their projects. They pro-actively move forward with design work on projects that would be funded in the future. This has enabled them to fast track projects and also be competitive for the funds. Along with implementing the projects, PCIDs continue their active involvement in attracting high quality developers in creating high quality mixed-use projects in Perimeter.

The implementation framework includes transportation projects and planning initiatives. The implementation strategies set the framework for development, implementation of projects and planning initiatives. Following are the implementation strategies.

Sustainable Growth Management

Form Based/Smart Code Overlay

In order to realize the vision, the current zoning regulations have to be modified to reconcile with the adopted comprehensive plans of Dunwoody, Sandy Springs and DeKalb. A sustainable form based code or a smart code overlay needs to be established for the Perimeter to address the use, density, height, public realm, street section, neighborhood design, architecture and urban design, open spaces and other amenities. This should address the transit villages, its form and character clearly as well. Establishing this regulatory framework provides a clear picture of Perimeter's vision to the development community without any ambiguity. It will also help them with clearer pro-forma understanding and securing financing. The code should establish the housing options and choices that are required as well as jobs to housing ratio to be achieved. It should also provide guidelines for comprehensive stormwater management strategy that can facilitate combined systems versus parcel based.

Incentives

Development incentives should be considered for developments as a trade off for providing community amenities beyond the minimum requirements such as parks, green spaces, right of way for multi-use paths and other connectivity, shared parking, work force housing, schools, civic facilities and amenities such as YMCA, library, city hall, community center, energy efficiency and innovative green projects, LEED and LEED ND projects and others.

5.0 :: Implementation

The incentives could include additional density or FAR, tax incentives and infrastructure funding.

PCIDs can consider establishing Development Fund that may be funded with additional tax dedicated for special purposes for a specific duration (similar to SPLOST), which can be used for creating the town square and Main Street development. Alternatively, if additional taxing is not feasible, dedicating a portion of current tax to that fund can be considered.

Parking Management

As the growth and higher density redevelopment occurs, there will be additional need and demand for parking. The future demand and growth is likely to replace the existing surface parking lots to parking decks. Efficient and shared use of parking will address the parking needs. A comprehensive phased parking management strategy should be considered that may involve common shared parking between various uses, developments and ownership. Some of the decks could be funded through public private partnership. Integrating these with the transit parking decks should be considered. On street parking for new streets should be added. This comprehensive strategy will offer an opportunity to evaluate the potential of parking fees and the revenue possibilities. A comprehensive parking management study should be undertaken to determine the future strategies, plans and projects.

Joint Development

Joint development could be an effective mechanism to create the Transit Villages. A joint partnership between the land owners around the transit stations can enable a comprehensive development that can benefit everyone involved. This can help secure the financing at lower borrowing costs. This will not only help the debt servicing but will leverage the resources further.

Transit Village Plans

A detailed Station Area Plan should be undertaken for each of the Transit Villages to layout a plan that delineates the public realm, open spaces, street grid, connectivity and others. Developing these plans will inform the changes required for the form based code or smart code overlay district. The first priority would be the Dunwoody Station Transit Village. This focused plan will provide opportunity to involve the property owners and an effective utilization of land, infrastructure, transit and resources.

Livability Enhancements

Town Square

Establishing the location of the town square/green will put a stake in the ground for the future transformation. PCIDs should work with the property owners and MARTA and other partners to determine the location and the size. This should be followed with acquisition of land, planning and design. The realization of this will require a public-private partnership. Creating an outdoor space or amphitheater for multi-use activities should be part of this effort.

Main Street

Creating a Main Street will have to be done in a phased manner. Working with Perimeter Mall owners undertake transformation of the driveways into streets with streetscapes. Identify the phasing approach of these segments of improvements. Work with GID Urban Development Group in creating Main Street as part of the high street development. Develop a detailed concept design of the Main Street as a model that can be adopted to the Main Street design as the implementation occurs. Work with Perimeter Place to incorporate the Main Street from Perimeter Center West entrance. When successful in creating the linear green along the MARTA tracks, work with High Street development to make Perimeter

5.0 :: Implementation

Center Parkway frontage conducive to a Main Street.

Civic Realm Places

Parks, Open Spaces and Civic Gathering Spaces: Transit Village Plans and the form based code or smart code overlay district should layout the type, size and location of these civic realm spaces for the Perimeter. Work with property owners and jurisdictions to implement in a phased manner as development and redevelopment occurs. Work with property owners to determine the feasibility of some of the existing open spaces to open for public. Incentives to enable this could include the maintenance of these spaces by PCIDs or by deeding the land to jurisdictions it belongs and maintenance by those jurisdictions.

Culture, Art and Entertainment

Work with Art Institute and Spruill Center for the Arts and other institutions to promote and attract more activities. Create a branding and marketing strategy in collaboration with these partners. Provide incentives to attract museums and art shows and cultural activities. The incentives could include tax incentives, land acquisition and infrastructure improvements. Actively attract boutique restaurants, bars and clubs to enhance the options and choice. Establish a task force or a committee to undertake this initiative on an on-going basis.

Create Public Arts Program

Working with the various partners, develop and implement a Public Arts Program, which will reinforce Perimeter's image, branding and town center's identity. Provide community oriented cultural amenities and facilities to support a wide range of arts for children, adults and seniors, including visual, music, dance and literary at the community level. Sponsor and support public and community building events such as wine festivals, food festivals, art fairs, concerts, exercise and fitness program, health awareness drives, and others. Provide public art and structures in civic realm; town square, plazas, in the form of sculpture, fountains, kiosks, gateways and others. Establish a committee to undertake this initiative on an on-going basis.

Schools

Work with school board and other partners to determine the future needs of the schools and the types. Identify the areas and locations for these schools. Determine the feasibility of private, charter and public schools. Continue to work with the various public and private partners to establish these schools

Safety

Review the data on incidents to determine the type of issues and the locations. Develop mitigation efforts required and work with private and public partners to implement strategies to improve safety. The improvements may include education, additional surveillance, lighting, visual exposure, additional police, security presence and others. This would involve public-private partnership.

Connectivity

Connectivity Study

Undertake a detailed study to determine the various connectivity systems as mentioned above; multi-use paths, bikes, and others. Identify the various projects and work with partners and property owners to implement them in a phased approach.

Shuttle Study

Undertake a shuttle feasibility study to determine the ridership, routes, costs, timings and operational systems.

Transit Station Connectivity

Working with MARTA develop detail plan and projects to enable the transit station pedestrian and bike friendly and make way finding easy for the transit users to the various destinations; hotels, schools, businesses, etc. Consider providing bike racks, showers and lockers.

Multi-use Paths

Determine the feasibility of retrofitting existing sidewalks to multi-use paths.

Pedestrian Safety

Undertake projects for each of the connected districts to identify the pedestrian safety improvements required and implement the plan.

Way Finding

Develop a comprehensive way finding plan for Perimeter.

5.0 :: Implementation

5.2 Work Program

Planning Initiatives					
FIVE YEAR IMPLEMENTATION PLAN					
Project ID	**Description / Action**	**Cost**	**Year**	**Responsible Party**	**Funding Source**
Planning Initiatives					
PI-1	**Form Based Code/Smart Overlay Zoning Regulations:** Develop zoning regulations to implement the LCI Plan: use, height, setbacks, parking, inter parcel connectivity, streets, signage, open space and bonuses to promote and encourage the desired character for the LCI area.	TBD	2011	PCIDs/Sandy Springs/Dunw oody/ DeKalb	PCIDs/Sandy Springs/Dunw oody/ DeKalb
PI-2	**Perimeter Connectivity Study:** Develop a master plan for the various connectivity - locations and type for implementation	TBD	2011	PCIDs	PCIDs/Sandy Springs/Dunw oody/ DeKalb
PI-3	**Comprehensive Multi-Modal Wayfinding Signage Plan** - Area-wide wayfinding plan for all modes, with particular entrance to roadwayy access points and transit stations	TBD	2011	PCID/Fulton/DeKalb	PCID/Fulton/DeKalb
PI-4	**Comprehensive Parking Management Study -** Area-w ide parking study to look to determine lot capacities and identify opportunities for shared parking or parking capacity reductions. Study to define a more consolidated parking footrint thereby enabling better multi-modal balance.	TBD	2012-13	PCID/Fulton/DeKalb	PCID/Fulton/DeKalb
PI-5	**Continued Coordination Planning w ith revive285 Corridor Study**	TBD	On-going	PCID/Fulton/DeKalb	PCID/Fulton/DeKalb
PI-6	**Civic Gathering - Park Plan** -To develop a plan to identify park and plaza areas for the future retrofit efforts and connectivity	TBD	2011-12	PCIDs/MARTA/ Property ow ners/Dunw oody/Sandy Springs	PCIDs/MARTA/ Property ow ners/Dunw oody/Sandy Springs
PI-7	**Transit Village Plan: Dunw oody Transit Village Plan** -1/3rd to 1/2 mile radius to establish the TOD	$50,000	2011	PCIDs/MARTA/ Property ow ners/Dunw oody	PCIDs/Dunw oody/MARTA/A RC
PI-8	**Transit Village Plan: Sandy Springs Transit Village Plan** -1/3rd to 1/2 mile radius to establish the TOD	$50,000	2012	PCIDs/MARTA/ Property ow ners/Sandy Springs	PCIDs/Sandy Springs/MARTA/ARC
PI-9	**Transit Village Plan: Medical Center Transit Village Plan** -1/3rd to 1/2 mile radius to establish the TOD	$50,000	2012	PCIDs/MARTA/ Property ow ners/DeKalb	PCIDs/DeKalb/MARTA/ ARC
PI-10	**Establishing Development Fund:** To create a development fund for a specific purpose for a specific period	TBD	2011	PCIDs	PCIDs
PI-11	**Establish Town Square:** To w ork w ith property ow ners/MARTA and other to identify the location/extent, acquire land and design	TBD	2011-14	PCIDs/MARTA/Property Ow ners	PCIDs

5.0 :: Implementation

5.2 Work Program (contd.)

PI-12		**Creating Main Street - Phase-I:** Develop a concept design standard for ***mainstreet***	$10,000	2011-12	PCIDs	PCIDs
PI-13		**Creating Main Street - Phase-I:** Work with Perimeter Mall to retrofit to ***mainstreet*** design standard the current driveways. Work with GID Urban Development Group to create mainstreet to the desired ***mainstreet*** standards	TBD	2011-14	PCIDs/Property Owners/Dunwoody	PCIDs/Property Owners/Dunwoody
PI-14		**Culture/Art Initiative: Establish a committee:** Partner with Art Institute of Atlanta and Spruill Center for the Arts and other partners to attract museums/art organization/entities to Perimeter	TBD	2011-15	PCIDs	TBD
PI-15		**Public Arts Program:** Establish a committee to promote more art/cultural activities in Perimeter	TBD	2011-15	PCIDs/Corporations/ Businesses/Other Partners	PCIDs/Corporations/ Businesses/Other Partners
PI-16		**Establish a Campaign to attract desired entertainment to Perimeter:** Boutique restaurants, bars, and others	TBD	2011-16	PCIDs/Partners	PCIDs/Partners
PI-17		**School Feasibility Study.** Determine the needs of schools and types for the future growth and identify potential sites	TBD	2012	PCIDs/Partners	PCIDs/Partners
PI-18		**Community Policing and Crime Mapping Study.** GIS system to map crime and accident data in activity center. Develop a program/s to improve safety	TBD	2011	PCIDs/Sandy Springs/Dunwoody	PCIDs/Sandy Springs/Dunwoody
PI-19		**PR Campaign.** Bike to work program	TBD	2012	PCIDs/Sandy Springs/Dunwoody	PCIDs/Sandy Springs/Dunwoody
PI-20		**LEED ND Pilot Test:** Conduct a LEED ND test for retrofit Transit Villages Plan	TBD	2013-14	PCIDs/Private	PCIDs/Private
PI-21		**Sustainable Workshop.** Workshop to develop a strategy for on-going sustainable initiatives	TBD	2012	PCIDs/Sandy Springs/Dunwoody	PCIDs/Sandy Springs/Dunwoody

5.2 Work Program (contd.)

Perimeter @ The Center - Future Focus - 2011 A ten year LCI Update

Transportation Projects

	Project Name	County	Type of Improvement	Engineering Year	Engineering Costs	ROW Year	ROW Costs*	Construction Year	Construction Costs	Total Project Costs (no ROW)	Responsible Party	Funding Source	Local Source	Match Amount	TIP/RTP
T-1	Access and Wayfinding Improvements and Bike/Ped Connections in Proximity to Dunwoody Station - Improved internal circulation and better integration with adjacent sites for pedestrians and cyclists	DeKalb	Roadway / Operations and Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Transit / Bus Capital Transit / Rail Capital Transit / Facilities Capital	2011	$400,000	2012	TBD*	2013	$4,000,000	$4,400,000	PCID	TBD	PCID	$880,000	
T-2	Glenlake Parkway Corridor Improvements - Bicycle/Pedestrian Improvements, and shuttle stops along Glenlake Parkway (to support planned transit along this corridor) - Including new bike/ped connection from Glenlake Parkway to North Springs MARTA Station (across GA 400)	Fulton	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Transit / Bus Capital Transit / Rail Capital Transit / Facilities Capital	2011	$400,000	2012	TBD*	2013	$4,000,000	$4,400,000	PCID	TBD	PCID	$880,000	
T-3	Lake Hearn Drive Streetscape and Intersection Improvements - Construction and Implementation of planned improvements	DeKalb	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2011	$400,000	2012	TBD*	2013	$3,700,000	$4,100,000	PCID	TBD	PCID	$820,000	TIP: DK-369
T-4	Multi-Modal Improvements to Johnson Ferry Road between Glenridge Connector and Old Johnson Ferry Road	Fulton	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2013	$400,000	2014	TBD*	2015	$4,000,000	$4,400,000	PCID	TBD	PCID	$880,000	
T-5	Multi-Modal Improvements along Glenridge Connector / Glenridge Drive between Hammond Drive and Peachtree Dunwoody Road	Fulton	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2011	$350,000	2012	TBD*	2013	$3,500,000	$3,850,000	PCID	TBD	PCID	$770,000	
T-6	Bicycle-Pedestrian Corridor and Linear Park along Perimeter Center East; Link together existing and proposed green spaces along this corridor to form route serving both functional and passive transportation	DeKalb	Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities	2012	$500,000	2013	TBD*	2014	$3,000,000	$3,500,000	PCID	TBD	PCID	$700,000	
T-7	New Multi-Modal Connections (could be multiple separate projects - list of proposed connections provided separately) - to be selected as opportunities develop; coordinated with private landowners	Fulton/DeKalb	Roadway / Gen. Purpose Capacity Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2012	TBD	2013	TBD*	2014	TBD	TBD	PCID	PCID, Private, TBD	PCID, Private	TBD	
T-8	Multi-Modal Improvements to Central Parkway (Peachtree Dunwoody Road to DeKalb County Line)	Fulton	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2012	$400,000	2013	TBD*	2014	$3,250,000	$3,650,000	PCID	TBD	PCID	$730,000	
T-8	Multi-Modal Improvements to Central Parkway (Fulton County Line to Perimeter Center West)	DeKalb	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2012	$50,000	2013	TBD*	2014	$500,000	$550,000	PCID	TBD	PCID	$110,000	
T-9	Multi-Modal Improvements along Hammond Drive from Fulton County Line to Ashford Dunwoody: Includes widening from 4 to 6 lanes and improved facilities for bicyclists and pedestrians	DeKalb	Roadway / Gen. Purpose Capacity Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2013	$400,000	2014	TBD*	2015	$3,000,000	$3,400,000	PCID	TBD	PCID	$680,000	RTP: DK-217
T-10	Multi-Modal Improvements along Hammond Drive from GA 400 to DeKalb County Line: Includes widening from 4 to 6 lanes and improved facilities for bicyclists and pedestrians	Fulton	Roadway / Gen. Purpose Capacity Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2013	$400,000	2014	TBD*	2015	$3,000,000	$3,400,000	PCID	TBD	PCID	$680,000	
T-12	Perimeter Shuttle - Construct and implement a rubber-tired circulator shuttle system in the Perimeter area. Includes route construction, signage, route maps, and amenities like benches, trash cans, and bicycle racks.	Fulton/DeKalb	Transit / Bus Capital Transit / Facilities Capital Transit / Operations & Maintenance	2013	$0	2014	TBD*	2015	$4,200,000	$4,200,000	PCID	Federal Funds, TBD	PCID	$840,000	
T-13	Implementation of Commuter Trail System Design Feasibility Study (projects resulting from supplemental LCI study)	Fulton/DeKalb	Roadway / Operations and Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mile Connectivity / Sidepath Facility Last Mi. Connect. / Jt. Bike-Ped Facilities Transit / Bus Capital Transit / Rail Capital Transit / Facilities Capital	2013	TBD	2014	TBD*	2015	TBD	TBD	PCID	TBD	PCID	TBD	

5.2 Work Program (contd.)

T-14	Geographic Transit Tracking Technology integrated with Smartphone Applications and Area Message Boards (for Rail, Buses, and Shuttles - NextBus Technology or similar)	Fulton/DeKalb	Transit / Bus Capital Transit / Rail Capital Transit / Facilities Capital Transit / Operations & Maintenance Other / TDM & Air Quality Other / Planning	2014	$0	2015	0*	2016	$100,000	$100,000	PCID	TBD	PCID	$20,000	
T-15	Enhanced Bus Stops for Existing Transit Services (2 different scales depending on location) - Done in partnership with GRTA, MATRA, private land owners ; provide sheltered stops with trash cans, lighting, bus schedules, area directories	Fulton/DeKalb	Transit / Bus Capital Transit / Facilities Capital Transit / Operations & Maintenance	2014	$50,000	2015	TBD*	2016	$500,000	$550,000	PCID	TBD	PCID	$110,000	
T-16	Access and Wayfinding Enhancements and Bike/Ped Connections in Proximity to Sandy Springs Station - Improved internal circulation and better integration with adjacent sites for pedestrians and cyclists	Fulton	Roadway / Operations and Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Transit / Bus Capital Transit / Rail Capital Transit / Facilities Capital	2014	$500,000	2015	TBD*	2016	$3,500,000	$4,000,000	PCID	TBD	PCID	$800,000	
T-17	Access and Wayfinding Enhancements and Bike/Ped Connections in Proximity to Medical Center Station - Improved internal circulation and better integration with adjacent sites for pedestrians and cyclists	Fulton	Roadway / Operations and Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Transit / Bus Capital Transit / Rail Capital Transit / Facilities Capital	2014	$500,000	2015	TBD*	2016	$3,500,000	$4,000,000	PCID	TBD	PCID	$800,000	
T-18	Perimeter Bicycle Program - Bike share program, bicycle facilities planning, Perimeter bicycle route and facilities map, bicycle education and outreach, Zipcar locations	Fulton/DeKalb	Last Mile Connectivity / Bike Facility Other / TDM & Air Quality Other / Planning	2015	$0	2016	0*	2017	$500,000	$500,000	PCID	TBD	PCID	$100,000	
T-19	Multi-Modal Improvements and Intersection Improvement Program for Peachtree-Dunwoody Road (from I-285 to Abernathy Road)	Fulton	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2015	$400,000	2016	TBD*	2017	$3,000,000	$3,400,000	PCID	TBD	PCID	$680,000	TIP: FN-AR-144, FN-250
T-20	Multi-Modal Improvements to Meridian Marks Road / Hollis Cobb Circle between Glenridge Connector and Peachtree Road	Fulton	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	2015	$300,000	2016	TBD*	2017	$3,600,000	$3,900,000	PCID	TBD	PCID	$780,000	
T-21	Ashford Dunwoody Intersection Improvements - Includes pedestrian improvements at: - Perimeter Summit Parkway - Ashford Green - Ashford Parkway North - Ashford Parkway South - Lake Hearn - Mt Vernon - Ashford Gables / Valley View	DeKalb	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility	2015	$300,000	2016	TBD*	2017	$3,000,000	$3,300,000	PCID	TBD	PCID	$660,000	TIP: DK-301 DK-302 DK-303 DK-304 DK-305 DK-306 DK-313
T-22	Multi-Use Paths connective and responsive to trail planning in adjacent communities; stub out locations from within the PCIDs could include south from Perimeter Center Parkway or east from Asbury Square or Perimeter Center East (only to fund portion within PCID boundary)	DeKalb	Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities Other / TDM & Air Quality Other / Planning	2015	$200,000	2016	TBD*	2017	$2,000,000	$2,200,000	PCID	TBD	PCID	$440,000	
T-23	Multi-Modal Improvements to Ashford Dunwoody Improvements (to potentially include Multi-Use Path)	DeKalb	Roadway / Operations & Safety Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities	2015	$500,000	2016	TBD*	2017	$3,500,000	$4,000,000	PCID	TBD	PCID	$800,000	

Notes:

**Right-of-way costs for the purposes of this study are unable to be determined for specific corridors due to the many varying and potentially combined methods of procurement. Some right-of-way may be purchased directly; however, some right-of-way costs may be reduced or eliminated if property is acquired through negotiations with property owners/developers or by easement.*

Internal roadways may be done in partnership with a private developer.

Projects have been developed as part of a planning-level analysis. Some major desired components - such as landscaped medians, or right-away for a sidepath for example - may need to be included as longer-term phased components as determined during corridor-specific design processes.

Many related/integrated projects are displayed in groupings for the purposes of this study. These projects may need to be further broken into smaller groupings or segments as determined through the process of implementation.

5.0 :: Implementation

5.2 Work Program (contd.)

Long-Term Transportation Projects

	Project Name	County	Type of Improvement	Engineering Costs	ROW Costs*	Construction Costs	Total Project Costs (no ROW)	Responsible Party	Funding Source	Local Source	Match Amount
T-24	Additional Multi-Modal Connections (could be multiple separate projects - list of potential connections provided separately) - to be selected as opportunities develop; coordinated with private landowners	Fulton/DeKalb	Roadway / Gen. Purpose Capacity Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility	TBD	TBD*	TBD	TBD	PCID	PCID, Private, TBD	PCID, Private	TBD
T-25	Multi-Use Path from Lake Hearn Drive to Perimeter Summit Parkway	DeKalb	Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities Other / TDM & Air Quality Other / Planning	$60,000	TBD*	$600,000	$660,000	PCID	TBD	PCID	$130,000
T-26	Multi-Use Path along Perimeter Center West	DeKalb	Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities	$70,000	TBD*	$700,000	$770,000	PCID	TBD	PCID	$150,000
T-27	Multi-Use Path along Perimeter Center West	Fulton	Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities	$300,000	TBD*	$2,000,000	$2,300,000	PCID	TBD	PCID	$460,000
T-28	Multi-Use Path along Mt Vernon Highway	Fulton	Roadway / Multimodal Last Mile Connectivity / Ped Facility Last Mile Connectivity / Bike Facility Last Mi. Connect. / Jt. Bike-Ped Facilities	$300,000	TBD*	$2,000,000	$2,300,000	PCID	TBD	PCID	$460,000

Notes:
Projects listed in the long-term list may become short-term priorities due to unforeseen circumstances and opportunities over the next five years.
**Right-of-way costs for the purposes of this study are unable to be determined for specific corridors due to the many varying and potentially combined methods of procurement. Some right-of-way may be purchased directly; however, some right-of-way costs may be reduced or eliminated if property is acquired through negotiations with property owners/developers or by easement.*
Internal roadways may be done in partnership with a private developer.
Projects have been developed as part of a planning-level analysis. Some major desired components - such as landscaped medians, or right-away for a sidepath for example - may need to be included as longer-term phased components as determined during corridor-specific design processes.
Many related/integrated projects are displayed in groupings for the purposes of this study. These projects may need to be further broken into smaller groupings or segments as determined through the process of implementation.

5.0 :: Implementation

5.2 Work Program (contd.)

List of Potential New Multi-Modal Connections

	Project Name	County
C-1	Main Street Multi-Modal Connection 1: Along east side of Dunwoody Mall between Hammond Drive and Perimeter Center West with New East-West Connections to Ashford Dunwoody Road	DeKalb
C-2	Main Street Multi-Modal Connection 2: Along west side of Dunwoody Mall between Hammond Drive and Perimeter Center West with New East-West Connections to Perimeter Center Parkway	DeKalb
C-3	New East-West Multi-Modal Connection from Central Parkway to Ashford Dunwoody Road along the north side of Dunwoody Mall between Hammond Drive and Perimeter Center West	Fulton/DeKalb
C-4	New East-West Multi-Modal Connection from Central Parkway to Perimeter Center Parkway between Hammond Drive and Perimeter Center West	Fulton/DeKalb
C-5	New East-West Multi-Modal Connection from Peachtree Dunwoody Road to Perimeter Center Parkway between Hammond Drive and Perimeter Center West	Fulton/DeKalb
C-6	New East-West Multi-Modal Connection from Barfield Road to Peachtree Dunwoody Road (Across GA 400)	Fulton
C-7	New East-West Multi-Modal Connection from Glenlake Parkway to Peachtree Dunwoody Road (Across GA 400)	Fulton
C-8	New Multi-Modal Connection from Perimeter Center Parkway to Hammond Drive on the South Side of Hammond Drive and on the West Side of Perimeter Center Parkway	Fulton/DeKalb
C-9	New East-West Multi-Modal Connection from Perimeter Center Parkway to Ashford Dunwoody Road South of Hammond Drive with possible additional new connection extending south across I-285 to Lake Hearn Drive	DeKalb

Notes:

New connections can be implemented as either short-term or long-term projects. Order of implementation to be determined by partnership with redevelopment and available opportunities.

Right-of-way costs for the purposes of this study are unable to be determined for specific corridors due to the many varying and potentially combined methods of procurement. Some right-of-way may be purchased directly; however, some right-of-way costs may be reduced or eliminated if property is acquired through negotiations with property owners/developers or by easement.

These connections to be completed in partnership with a private landowners/developers.

5.0 :: Implementation

5.3 Housing, Population and Job Projections: 2011-2036

Housing Projections

Housing projections are based on the introduction of new housing units into the PCIDs based on demand projections for multifamily (owned and rented) and townhouse residential units only. The assumption is that development will equal the projected demand, summarized in the following table:

Projected Housing by Type: 2011-2036	
Total Housing Units	20,745
Single-family Detached	-
Tow nhouses/Condos	2,600
MF Rental	18,145

New housing projections are through 2036 and anticipate that all multi-family units supported by projected demand will be built. No single-family detached units are included in the projections, as this type of residential product is unlikely to be built within the PCIDs.

HOUSING PROJECTIONS	2010						
Existing Housing Units	7,296						
Current Population	10,205						
Household Size per Occupied Unit	1.80	2011	2016	2021	2026	2031	2036
Projected Housing Units less Proposed Units: Base		7,355	7,355	7,355	7,355	7,355	7,355
Projected New Housing Units during 5-yr Periods		-	1,774	4,117	4,609	4,942	5,303
Cumulative New Housing Units at Designated Year			1,774	5,891	10,500	15,442	20,745
Total Net Housing Units at Designated Year	**7,296**	**7,355**	**9,129**	**13,246**	**17,855**	**22,797**	**28,100**

Population Projections

Population increases within the PCIDs is based on an anticipated 1.80 persons per household 2011-2036. The population increase due to new residential development is added to the baseline population of 10,483 in 2011.

POPULATION PROJECTIONS	2010	2011	2016	2021	2026	2031	2036
Baseline Housing Units		7,355	7,355	7,355	7,355	7,355	7,355
Additional Units due to Projected New Housing		-	1,774	4,117	4,609	4,942	5,303
Additional Population due to New Housing @ 1.8 per unit		**-**	**3,193**	**7,411**	**8,296**	**8,896**	**9,545**
Projected Baseline Population	10,205	10,483	10,483	10,483	10,483	10,483	10,483
Additional Population due to Projected Development	-	-	3,193	7,411	8,296	8,896	9,545
Total Projected Population at 5-year Intervals	**10,205**	**10,483**	**13,676**	**17,893**	**18,779**	**19,378**	**20,028**

Job Projections

Net new job growth is based on the introduction of new types of development that represent new FTE (full-time-equivalent) jobs: retail and office (both professional and local-serving). Employment in the 4.19-square-mile PCIDs is projected to grow from 67,506 in 2011 to 142,212 in 2036.

JOB PROJECTIONS	2010						
Existing Jobs	67,506						
		2011	2016	2021	2026	2031	2036
Baseline Jobs		67,506	67,506	67,506	67,506	67,506	67,506
Net New FTE Jobs from Projected Development (5 yrs)			8,102	18,414	16,612	15,789	15,789
Cumulative New Jobs at Designated Year			8,102	26,516	43,128	58,917	74,706
Total Net Projected Jobs at Given Year	**67,506**	**67,506**	**75,608**	**94,022**	**110,634**	**126,423**	**142,212**

5.0 :: Implementation

These job projections are based on the projected non-residential demand and summarized in the table below combined with square-footage-per-employee measures from CoStar and the GSU Economic Forecasting Center:

Projected Non-residential Development (SF)				2010	2011	2016	2021	2026	2031	2036
Retail		11,660,000	SF			1,185,760	4,074,240	2,206,200	2,096,900	2,096,900
Corp + Local Office		12,969,282	SF			800,000	2,500,000	3,333,183	3,168,049	3,168,049
Industrial		-	SF							
Hotel Rooms =	6,200	3,100,000	SF			620,000	620,000	620,000	620,000	620,000

Benefits of Framework Plan

There are economic, social and environmental benefits to the Framework Plan.

Economic Benefits

The projected market demand will result in jobs and increased economic activity and tax revenues. The added amenities, infrastructure, connectivity, walkability and other improvements will enhance the property values and rental rates in Perimeter and further enhance the high quality and reputation that Perimeter already has. This will preserve and enhance the values in Perimeter for a long time to come.

Social Benefits

Social benefits are numerous. The creation of Transit Villages, providing livability enhancements and transportation options and access to green space, trail, bikeways, and more people will engage in various physical activities (including commuting to work) that will improve the physical and mental health of the residents. The option of transit will reduce the cost of transportation to households. Creating compact walkable environments will bring more social interaction among the community and improve quality of life. The attention to water quality, storm water management will improve the water quality of the creeks. All of these will reduce our health care and social service costs.

Environmental Benefits

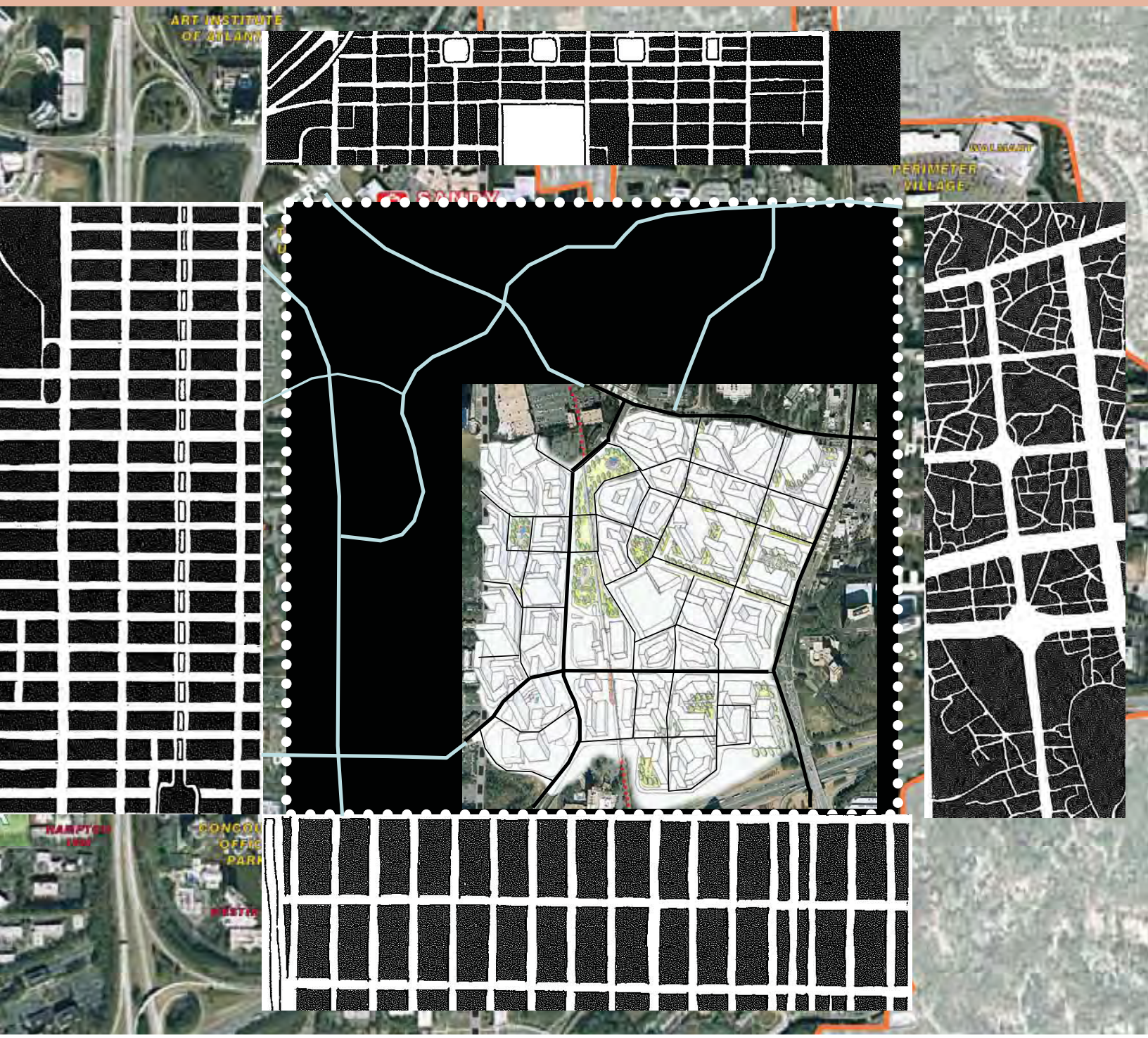
Retrofitting the auto oriented suburban model to compact walkable urban model with efficient buildings and green infrastructure can yield in significant emission reductions. Providing choice for people working at Perimeter to live close to work and providing transit options will reduce vehicle miles traveled (VMT). Increasing the jobs to housing ratio will help with the VMT reduction and reduce the emissions further.

Making Perimeter transit oriented by creating Transit Villages and retrofitting from suburban model to urban environments will align with the goals of funding sources and programs to attract funds to implement the vision.

The Framework Plan will help create a model retrofit and steer Perimeter toward a sustainable direction.

Implementation - before retrofit

Implementation - after retrofit



6 Appendix

6.0 :: Appendix

Community Survey Results

PLCI SurveyMonkey

1. Which of these applies to your activities in Perimeter Area?

	Response Percent	Response Count
Live there	26.2%	28
Work there	64.5%	69
Shop there	73.8%	79
Play there	38.3%	41
Learn there	6.5%	7
None of the above	0.9%	1
Others	9.3%	10
answered question		107
skipped question		5

PLCI SurveyMonkey

1. Which of these applies to your activities in Perimeter Area?

	Response Percent	Response Count
Live there	26.2%	28
Work there	64.5%	69
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Play there	38.3%	41
Learn there	6.5%	7
None of the above	0.9%	1
Others	9.3%	10
answered question		107
skipped question		5

2. What age group describes you?

	Response Percent	Response Count
Pre-Teen	0.0%	0
Teenager (13-17)	0.0%	0
Young Adult (18-24)	0.9%	1
Adult (25-45)	43.9%	47
Adult (46-60)	38.3%	41
Senior (60+)	16.8%	18
answered question		107
skipped question		5

6.0 :: Appendix

4. What cultural venue do you or your family attend and how often do you frequent

	Never	Weekly	Monthly	Annually	Response Count
Concerts	12.7% (13)	0.0% (0)	21.6% (22)	**65.7% (67)**	102
Live Theater	25.5% (25)	0.0% (0)	16.3% (16)	**58.2% (57)**	98
Museum/Visual Arts/Galleries	15.7% (16)	1.0% (1)	23.5% (24)	**59.8% (61)**	102
Movies	8.7% (9)	6.8% (7)	**45.6% (47)**	38.8% (40)	103
Festivals/Fairs/ Art and Craft Shows	7.8% (8)	1.0% (1)	30.4% (31)	**60.8% (62)**	102
Exclusive Children Activities	**57.1% (56)**	9.2% (9)	16.3% (16)	17.3% (17)	98
Professional Sports (football, baseball, ice hockey, etc.)	20.6% (21)	2.9% (3)	26.5% (27)	**50.0% (51)**	102
Recreational Sports	**29.0% (29)**	25.0% (25)	28.0% (28)	18.0% (18)	100
Wine and Dine	1.9% (2)	**52.4% (54)**	34.0% (35)	11.7% (12)	103
Conventions and Conferences	20.4% (20)	1.0% (1)	17.3% (17)	**61.2% (60)**	98
Others	**52.4% (11)**	19.0% (4)	14.3% (3)	14.3% (3)	21
				Other (please specify)	7
				answered question	**107**
				skipped question	**5**

5. Which of these cultural activities would you or your family like to see added to Perimeter Community?

		Response Percent	Response Count
Concerts		**59.8%**	**58**
Live Theater		36.1%	35
Museum/Visual Arts/Galleries		43.3%	42
Movies		16.5%	16
Festivals/Fairs/Art and Craft Shows		50.5%	49
Professional Sports (football, baseball, ice hockey, etc.)		13.4%	13
Recreational Sports		18.6%	18
Wine and Dine		37.1%	36
Conventions and Conferences		17.5%	17
Others		8.2%	8
		Other (please specify)	10
		answered question	**97**
		skipped question	**15**

6.0 :: Appendix

6. What recreational activities do you or your family engage in?

	Never	Weekly	Monthly	Annually	Response Count
Walking/Jogging	4.8% (5)	**82.9% (87)**	11.4% (12)	1.0% (1)	105
Biking	**30.5% (29)**	29.5% (28)	25.3% (24)	14.7% (14)	95
Ice Skating	**76.6% (72)**	0.0% (0)	2.1% (2)	21.3% (20)	94
Roller Blading	**84.4% (81)**	0.0% (0)	4.2% (4)	11.5% (11)	96
Going to Playground	**45.3% (43)**	16.8% (16)	22.1% (21)	15.8% (15)	95
Playing Pick-up Games (Frisbee, soccer, etc.)	**52.6% (50)**	15.8% (15)	18.9% (18)	12.6% (12)	95
Picnic/Family Gatherings	15.8% (16)	12.9% (13)	**36.6% (37)**	34.7% (35)	101
Sports (baseball, basket ball, etc.)	28.9% (28)	19.6% (19)	**29.9% (29)**	21.6% (21)	97
Exclusive Children Activities	**54.7% (52)**	17.9% (17)	14.7% (14)	12.6% (12)	95
Relaxing in the Park	14.9% (15)	19.8% (20)	**43.6% (44)**	21.8% (22)	101
Tennis	**59.6% (56)**	13.8% (13)	14.9% (14)	11.7% (11)	94
Attending a Fair/Festival/Concert	4.0% (4)	4.0% (4)	43.4% (43)	**48.5% (48)**	99
Attending a Fitness Class/Gym	22.4% (22)	**53.1% (52)**	14.3% (14)	10.2% (10)	98
Going to Outdoor Markets	7.0% (7)	23.0% (23)	34.0% (34)	**36.0% (36)**	100
				answered question	**107**
				skipped question	**5**

6.0 :: Appendix

7. What types of additional parks/green spaces and/or recreational facilities do you believe are most needed in Perimeter Community?

	Response Percent	Response Count
Pocket Parks/Picnic Areas	69.3%	70
Play Grounds	19.8%	20
Public Plaza/Gathering Spaces	61.4%	62
Multi-Purpose Open Space (soccer, pick-up games, etc.)	25.7%	26
Festival/Fair Grounds/Concerts	45.5%	46
Multi-Purpose Trails/Greenways	**73.3%**	**74**
Biking Trails	51.5%	52
Dog Parks	21.8%	22
Community/Recreation Centers (youth,adult, seniors, etc.)	23.8%	24
Outdoor Game Tables (chess, checkers, etc.)	14.9%	15
Exclusive Childrens Recreation/Shopping	11.9%	12
Health/Fitness Facility/Gym	17.8%	18
Basket Ball Courts	6.9%	7
Tennis Courts	14.9%	15
Others	6.9%	7
	Other (please specify)	9
	answered question	**101**
	skipped question	**11**

6.0 :: Appendix

8. Would you be willing to pay fees to acquire land, build and maintain these facilities?

	Response Percent	Response Count
Yes	56.1%	60
No	43.9%	47
answered question		107
skipped question		5

9. What components of sustainable design are important to you?

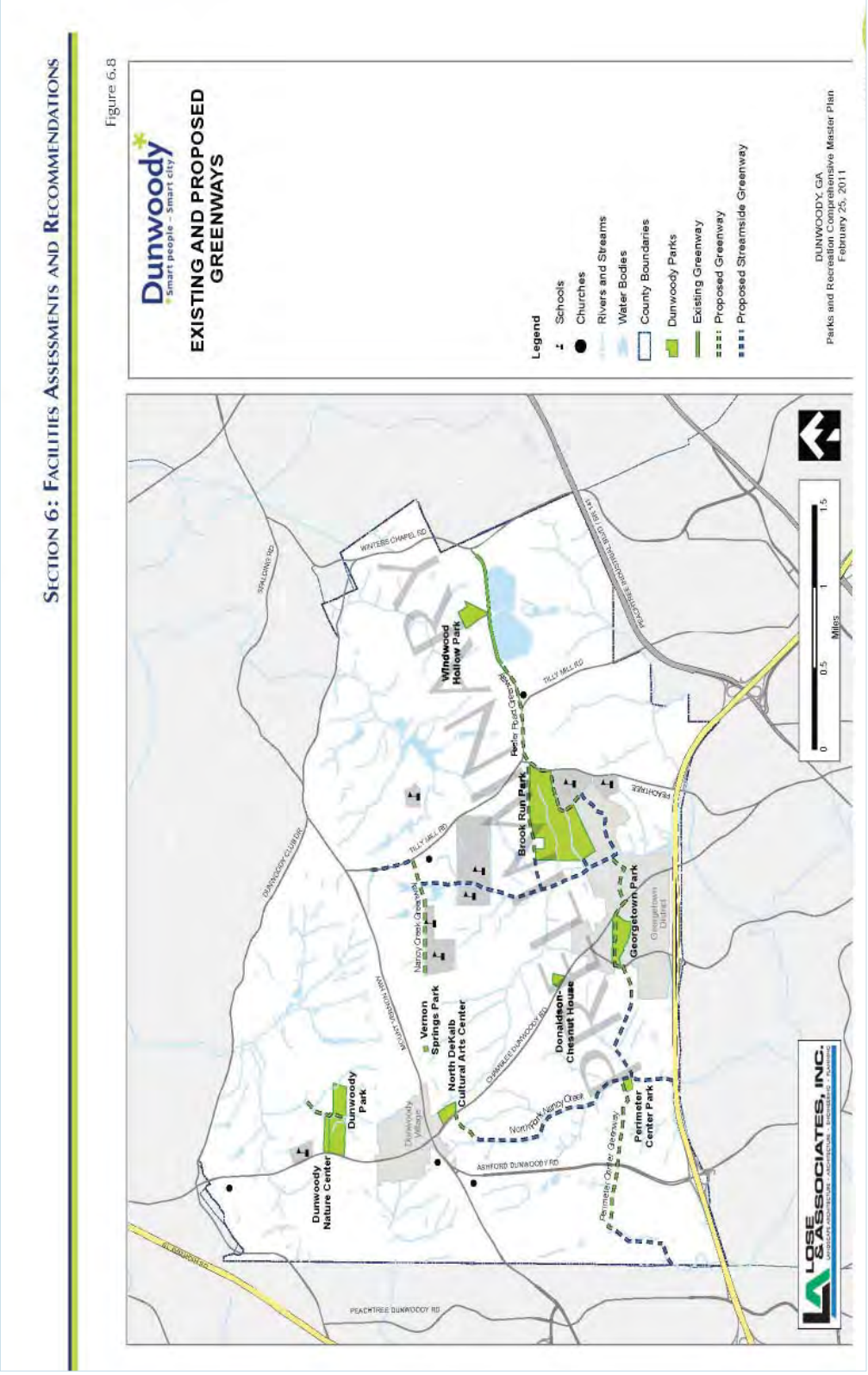
	Very Important	Somewhat Important	Not Important	Response Count
Water Quality and Conservation	81.0% (85)	17.1% (18)	1.9% (2)	105
Energy Conservation and Efficiency	74.3% (78)	22.9% (24)	2.9% (3)	105
Transportation Issues	81.1% (86)	17.0% (18)	1.9% (2)	106
Air Quality	80.0% (84)	20.0% (21)	0.0% (0)	105
answered question				106
skipped question				6

10. If you currently do not live in the Perimeter area, what would encourage you to do so?

	Response Count
	65
answered question	65
skipped question	47

6.0 :: Appendix

Existing and Proposed Greenway, Dunwoody



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