

# **ATLANTA BELTLINE PROJECT**

**Plan of Work for 2006-2010 Budget**

**July 5<sup>th</sup>, 2006**



## **Purpose**

## **Context**

## **“5-year Detailed Vision” and Work Plan**

## **Next Steps**

## **Appendix**

The purpose of this document is to outline:

- Key components of the BeltLine that will be financed within the first five years
- Rationale for decision-making
- Relationship among components that lead to an optimal 5-year plan
- Proposed budgets for the first five year period with initial “best estimate” allocations by year (e.g., dependent on when land is available)

Due to confidentiality in negotiating land acquisitions, specific parcels can not be addressed at this time; however, before properties are actually acquired, they will be presented and discussed following the standard city land acquisition process

**City Ordinance 05-O-1733 Nov 7, 2005 Section 14: The Redevelopment Agent shall develop a work plan for implementing the BeltLine project with proposed budgets for the initial one, three and five year time periods of the TAD. Among other things, the work plan shall explain how components of the BeltLine project work together and reinforce each other in an optimal manner. At least 60 days prior to the first bond issuance, the work plan shall be presented to City Council for review and adoption.**

**Enabling legislation requires City Council adoption of a work plan prior to issuance of the first Tax Allocation District (TAD) Bonds**

**A budgetary plan is a practical necessity to prioritize projects, allocate funds, and manage spending and projects**

- **The 5-year budget represents only 15% of the total 25-year funding, so priorities had to be established**
- **Projects selected to create an integrated strategy that reinforces momentum of the BeltLine and ensures future funding**

**Important to establish clear guidelines and direction to “jump-start” BeltLine Inc as a start-up entity**

- **Fundamental principles created to guide decision-making**
- **Projects identified for implementation in first five years**

**Funding and cost data presented in this document are based on the most recent estimates available:**

- **Plan is based on limited and conceptual engineering studies. Budgets may be adjusted to accommodate for increases or decreases to construction costs based on further studies**
- **Purchase prices are based on best available information, but prices are subject to fluctuations**
- **Critical opportunities or circumstances may arise that are a one-time opportunity for the 25-year BeltLine Vision that may require immediate non-TAD funding**



## Purpose

### Context

- History and 25-year Vision of the BeltLine
- Prioritization process for five year budget
- Sources of funds in first five years
- Input from technical experts and the community

## “5-year Detailed Vision” and Work Plan

## Next Steps

## Appendix

## Opportunity

The BeltLine is one of those rare projects that has the extraordinary potential of...

- Transforming Atlanta via visionary use of our rail legacy
- Improving quality of life for all residents
- Connecting neighborhoods with parks, trails, transit and transportation
- Ensuring growth across livable neighborhoods
- Engaging the community in shaping Atlanta's future

## Vision

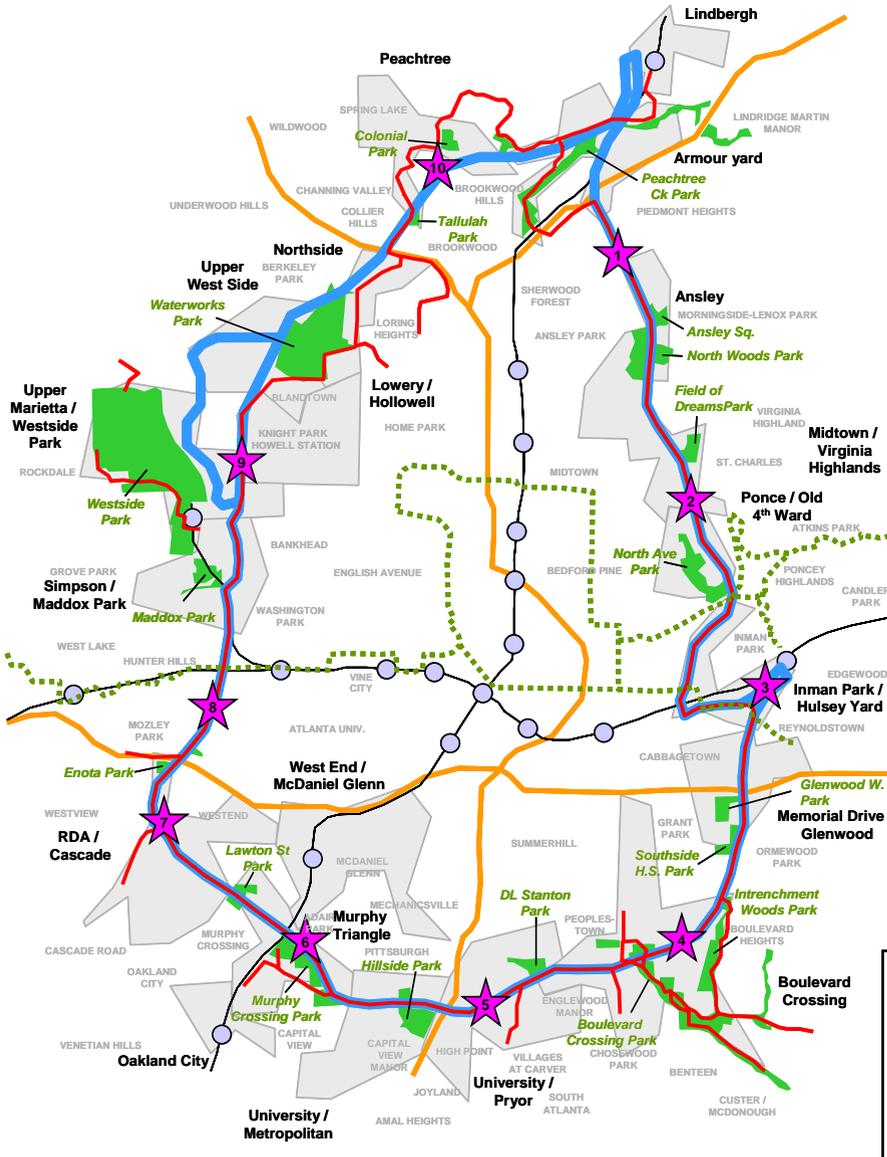
Since conception, much work has contributed to defining the Vision of the BeltLine

- Masters thesis by Ryan Gravel first proposed the project
- Emerald Necklace study by Trust for Public Land added new elements to the BeltLine
- TAD Feasibility Study, Bond Finance Projections and Fiscal Impacts Analysis validated economics
- Redevelopment Plan presented the comprehensive view of the BeltLine

## Achievements

BeltLine has recently gained momentum

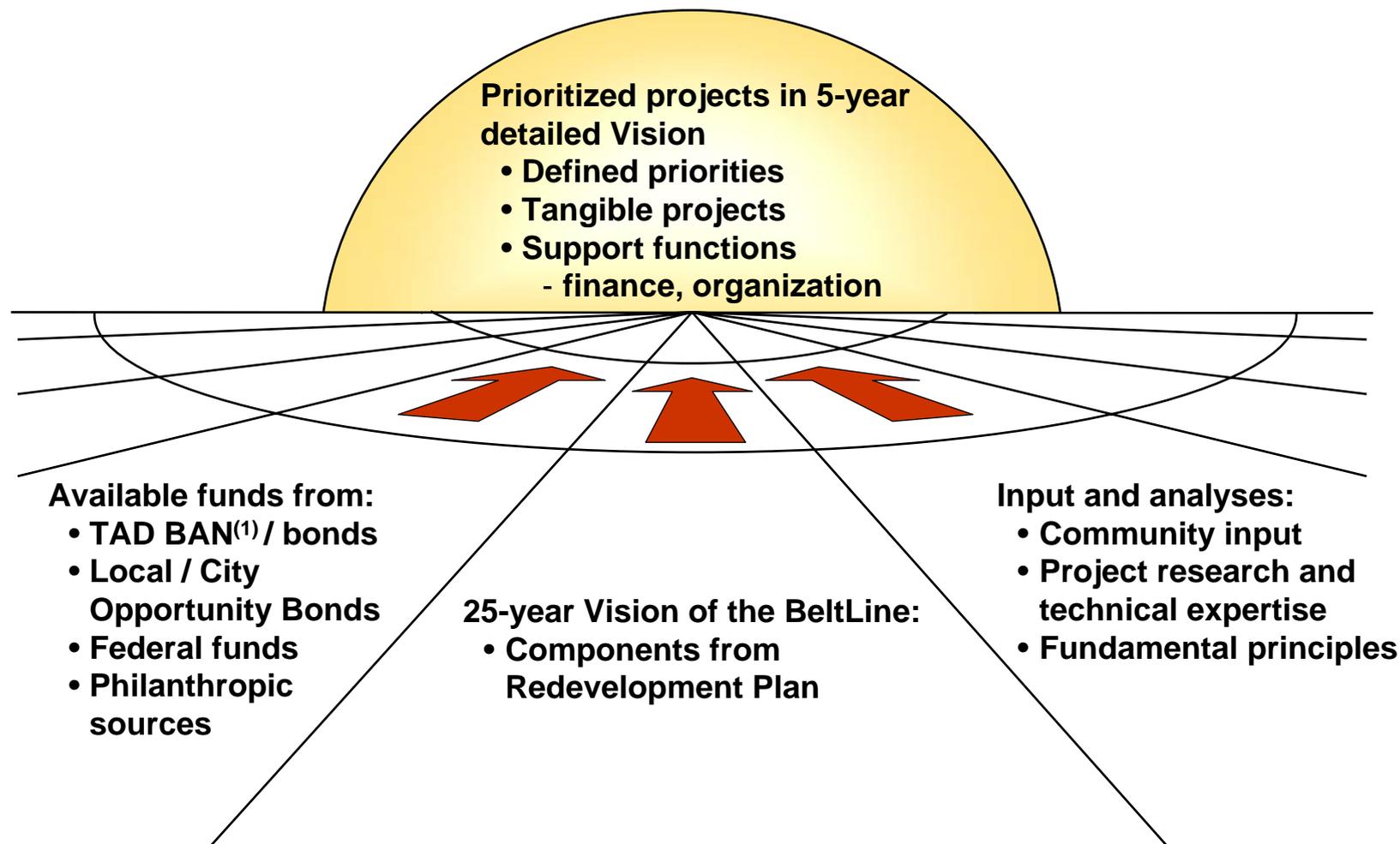
- TAD approved by City Council (12-3), Fulton County (5-1) and Atlanta Public Schools (7-0)
- Greenspace Opportunity Bonds approved which include funds for parks along the BeltLine
- Bellwood Quarry secured for Westside Park, the "Jewel" of the BeltLine
- Extensive community engagement initiated



## Key attributes of the BeltLine

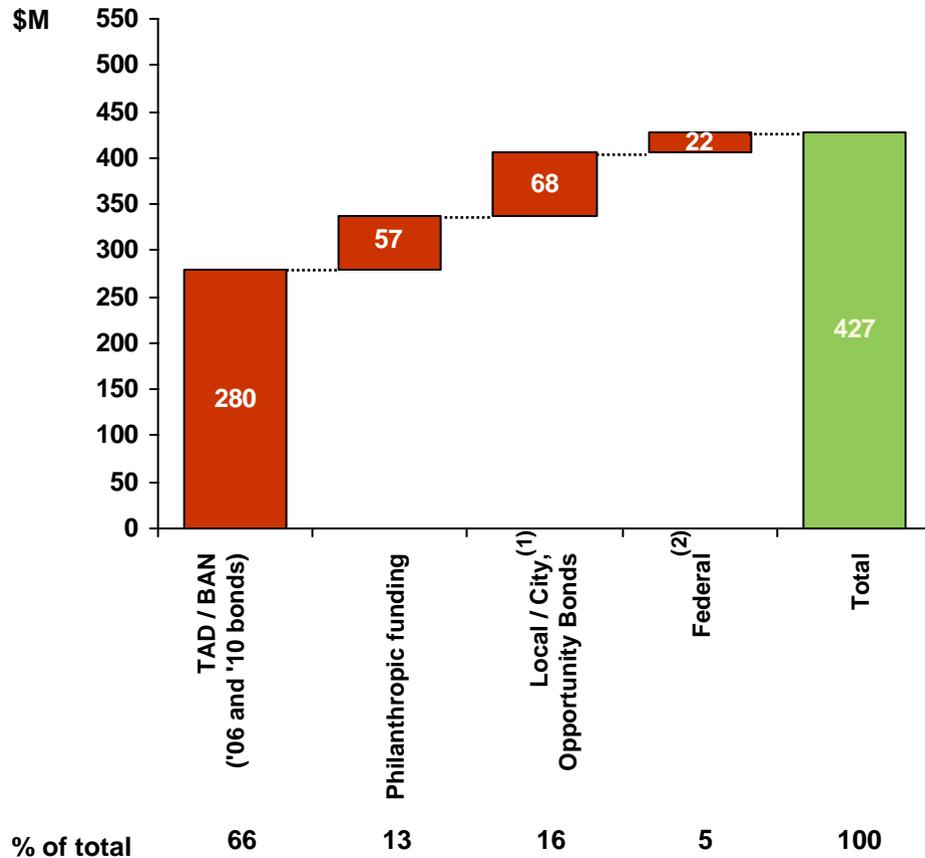
- Nearly 1,300 acres of new greenspace
- 33 miles of trails
- A 22-mile loop of transit
- ~30,000 new jobs in 20 economic development areas
- 5,600+ affordable workforce housing units
- Touches and connects 45 neighborhoods
- Investments in transportation / pedestrian access and streetscapes, public art, historic preservation and environmental clean-up

BeltLine transit	MARTA line
BeltLine trail	MARTA station
Interstate	Economic development area
PATH trail	Transportation & pedestrian access study area
New greenspace	



(1) BAN- Bond Anticipation Note, a cash flow mechanism, that is issued prior to TAD issuance and is repaid by the subsequent TAD bond

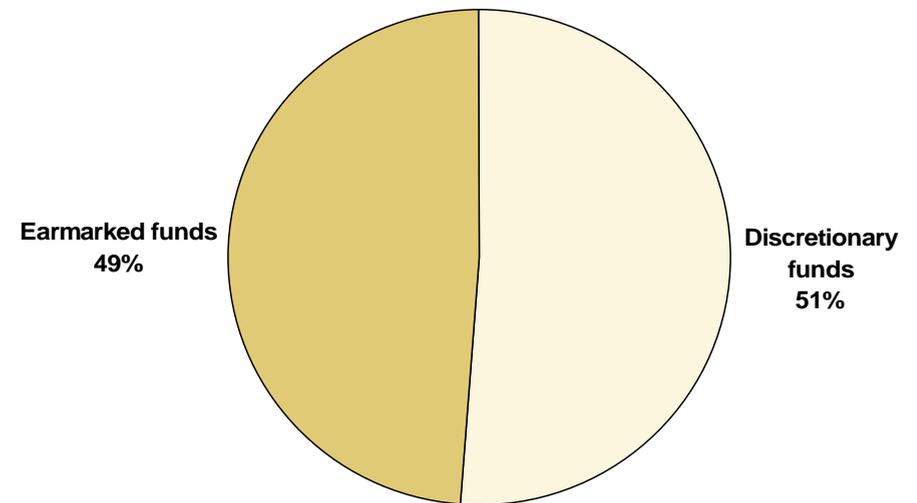
## Funding for BeltLine, 2006-2010 projected to total \$427M...



(1) Includes Department of Watershed Management funds  
Source: BeltLine Partnership / ADA

(2) Includes Atlanta Regional Commission Transportation Improvement Program (TIP) funds for corridor

## ...but much of the funding is earmarked



### Earmarked funding includes:

- TAD obligations
  - Affordable Workforce Housing
  - Financing costs
- Philanthropic support
  - Parks and trails
- Quarry acquisition
- City Greenspace Opportunity Bonds
- Federal sources

# RESEARCH AND TECHNICAL EXPERTS PROVIDED INPUT

Element	Key components of Redevelopment Plan	Requirements	Activities to determine priorities and sequencing
<b>Greenspace: Parks and Trails</b>	<ul style="list-style-type: none"> <li>• Construct 1,277 acres of new greenspace in 25 parks</li> <li>• Build 33 miles of multi-use trails connecting parks</li> </ul>	<ul style="list-style-type: none"> <li>• Estimate acquisition and construction costs</li> <li>• Determine available parcels of land</li> </ul>	<ul style="list-style-type: none"> <li>• Costing and engineering studies; Emerald Necklace Study</li> </ul>
<b>Transit</b>	<ul style="list-style-type: none"> <li>• Plan and construct 22-mile loop of passenger transit</li> <li>• Determine funding sources for transit system</li> </ul>	<ul style="list-style-type: none"> <li>• Ascertain topographical and alignment issues</li> <li>• Investigate technology and connectivity options</li> </ul>	<ul style="list-style-type: none"> <li>• MARTA Beltline Alternatives Analysis; National research and benchmarking; other transit related studies</li> </ul>
<b>Planning and Economic Development</b>	<ul style="list-style-type: none"> <li>• Conduct road and streetscape improvement projects in 10 sections of the BeltLine</li> <li>• Plan economic development around development sub-areas</li> <li>• Create 5,600+ units of affordable housing</li> <li>• Determine usage of incentives funds to attract investors</li> </ul>	<ul style="list-style-type: none"> <li>• Align design and engineering with transportation and pedestrian needs                             <ul style="list-style-type: none"> <li>- especially in high density areas</li> </ul> </li> <li>• Determine environmental and economic needs within development areas</li> <li>• Research analogous city projects for potential incentive programs</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation studies; Geographic Information Systems database construction; Atlanta Urban Design Commission Historic Resource Survey; City managed brownfield inventory; identification of potential redevelopment areas; existing Neighborhood Redevelopment Plans</li> </ul>

### Outreach efforts

### Community response

Communication channel

Internet

Hard Copy

Events

Promotions

- 114 stakeholder groups linked to website since March 25th; see [BeltLinecommunity.com](http://BeltLinecommunity.com) website for complete list
- Online toolkit and survey

- 7,200 hard copies of toolkit/survey distributed via community groups in English and Spanish
  - including City Council members, Concerned Black Clergy, Fulton County Commissioners, Neighborhood Planning Units, Georgia Stand Up, etc.
- 48 distribution locations, 36 publicized locations with internet access e.g.,
  - Fulton County Public Libraries; 32 branches
  - City of Atlanta Cyber Centers
  - Atlanta Development Authority

- Launch at City Hall on March 25th
- 5 community presentations and 3 stakeholder briefings
- 22 office hours sessions following release of work plan

- Cyber Day on April 29th at Atlanta Workforce Development Agency Center
- 10,000 promotional postcards distributed at community events
- 1,000 website survey promotional flyers

- 10,000+ surveys<sup>(1)</sup> completed with broad geographic participation<sup>(2)</sup>
- 45,000 hits<sup>(3)</sup> to the website
- Community Conversations hosted by
  - Georgia Stand Up
  - Piedmont Park Conservancy
  - Georgia Tech Students for Progressive Transit
  - Sierra Club & others
- 250 community representatives, City Council members and others attended rollout meeting
- >200 comments gathered from >225 individuals and groups during community presentations and sessions
- Community organized events; Sierra Club Earth Day canvas, BeltLine Partnership information booths at multiple festivals and events

(1) As of May 19<sup>th</sup> 2006

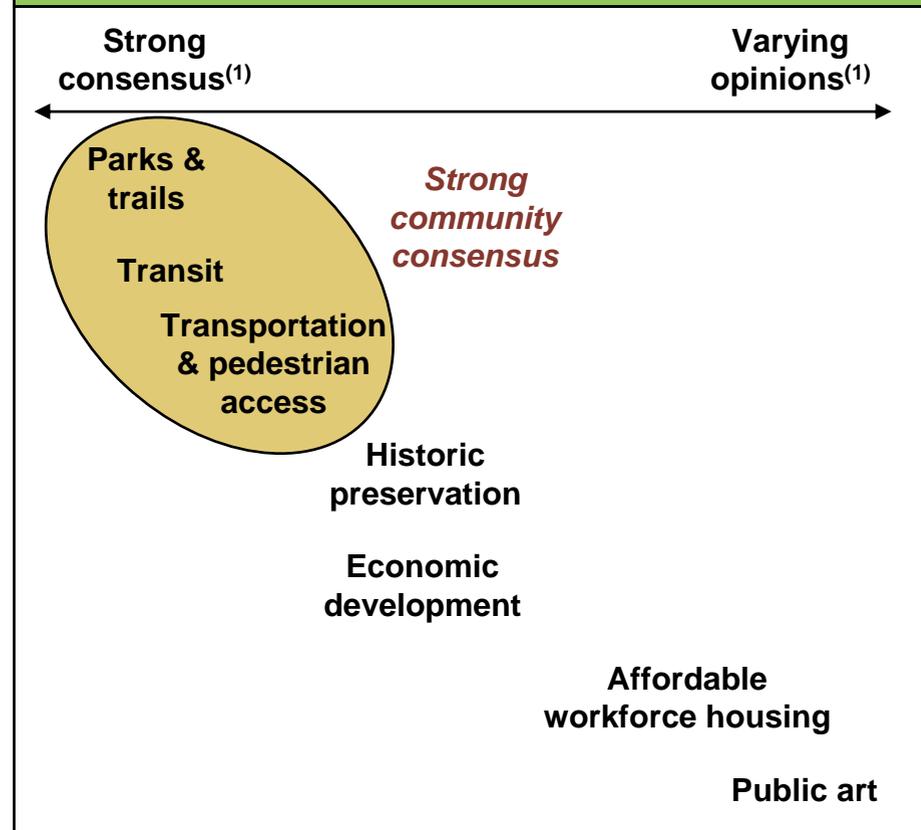
(2) BeltLine population and participation percentages were calculated on the basis of City of Atlanta zip codes. % of respondents / % of population: NW – 36% / 30%, NE – 34% / 27%; SE – 16% / 22%; SW – 14% / 21%. Excludes 1,375 surveys received from respondents outside of BeltLine identified zip codes.

(3) As of May 1<sup>st</sup> 2006

## Three themes emerged<sup>(2)</sup>

	Key themes / values	% Agree <sup>(1)</sup>
1	<b>Building for the future</b>	
	- “Buying as much of the land as possible, immediately”	97%
	- “Purchase as much ROW as possible, as quickly as possible”	84%
	- “Land to be used for sidewalks & road improvements should be purchased when available”	83%
2	<b>Realizing economic benefits</b>	
	- “Increasing number of jobs and businesses”	95%
	- “Increasing the tax base as quickly as possible”	60%
3	<b>Maintaining geographic balance</b>	
	- “Community consensus on where projects are located”	91%
	- “Balancing projects across quadrants”	75%

## Community Priorities in the short-term<sup>(3)</sup>



(1) Top 2 boxes: Percent of respondents who rated the element as important or very important.

(2) Question: Please rate the values you consider most important in developing the BeltLine work plan for the first five years.

(3) Question: Please rank the importance of the following components of the BeltLine projects.

Source: BeltLine Community Engagement Survey, (March 25<sup>th</sup> – May 19<sup>th</sup> 2006)

## Purpose

## Context

### **“5-year Detailed Vision” and Work Plan**

- Principles, priorities and projects
- Detailed work plans by element

## Next Steps

## Appendix

<b>Secure the Right-of-Way (ROW)</b>	<i>Preserve continuity of full 22-mile BeltLine ROW</i>
<b>Complete critical planning activities early</b>	<i>Establish framework for thoughtful build-out of projects</i>
<b>Achieve tangible successes within first five years</b>	<i>Ensure people can enjoy the use of completed projects early on</i>
<b>Strive for geographic balance</b>	<i>Balance projects and investments across quadrants</i>
<b>Ensure financial feasibility</b>	<i>Ensure future TAD bond proceeds are sufficient to fund project components</i>
<b>Maintain strategic reserve for unforeseen opportunities</b>	<i>Be ready to act quickly to make necessary investments</i>



The fundamental Principles guide investments along the BeltLine

These Principles, lead to more defined Priorities, which translate into tangible Projects

Together, these provide an integrated strategy

**Each principle is critical to success**

# PRINCIPLES LEAD TO PRIORITIES FOR FIRST 5 YEARS

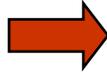
“Stakes in the Ground”

ADA

Atlanta Development Authority

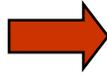


*Growing greenspace  
with parks and trails*



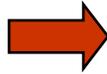
- Acquire and develop significant portions of Westside Park
- Fully develop 2-3 parks
- Complete at least two sections of trails and prepare three spur trails fully
- Dedicate remaining funds for new park and trail land across quadrants
- Maximize strategic reserves for unforeseen opportunities

*Transforming transit*



- Secure and develop as much Right-of-Way as possible
- Do everything possible to ensure transit at earliest opportunity
  - complete the MARTA Alternatives Analysis Study
  - complete Environmental Impact Statement and preliminary engineering work
  - complete Northwest alignment assessment
- Prepare Right-of-Way for trails and transit
- Pursue federal/state funding and establish contingency if funds not available
- Maximize strategic reserves for unknown opportunities

*Ensuring livable  
communities and  
attractive business  
climate*



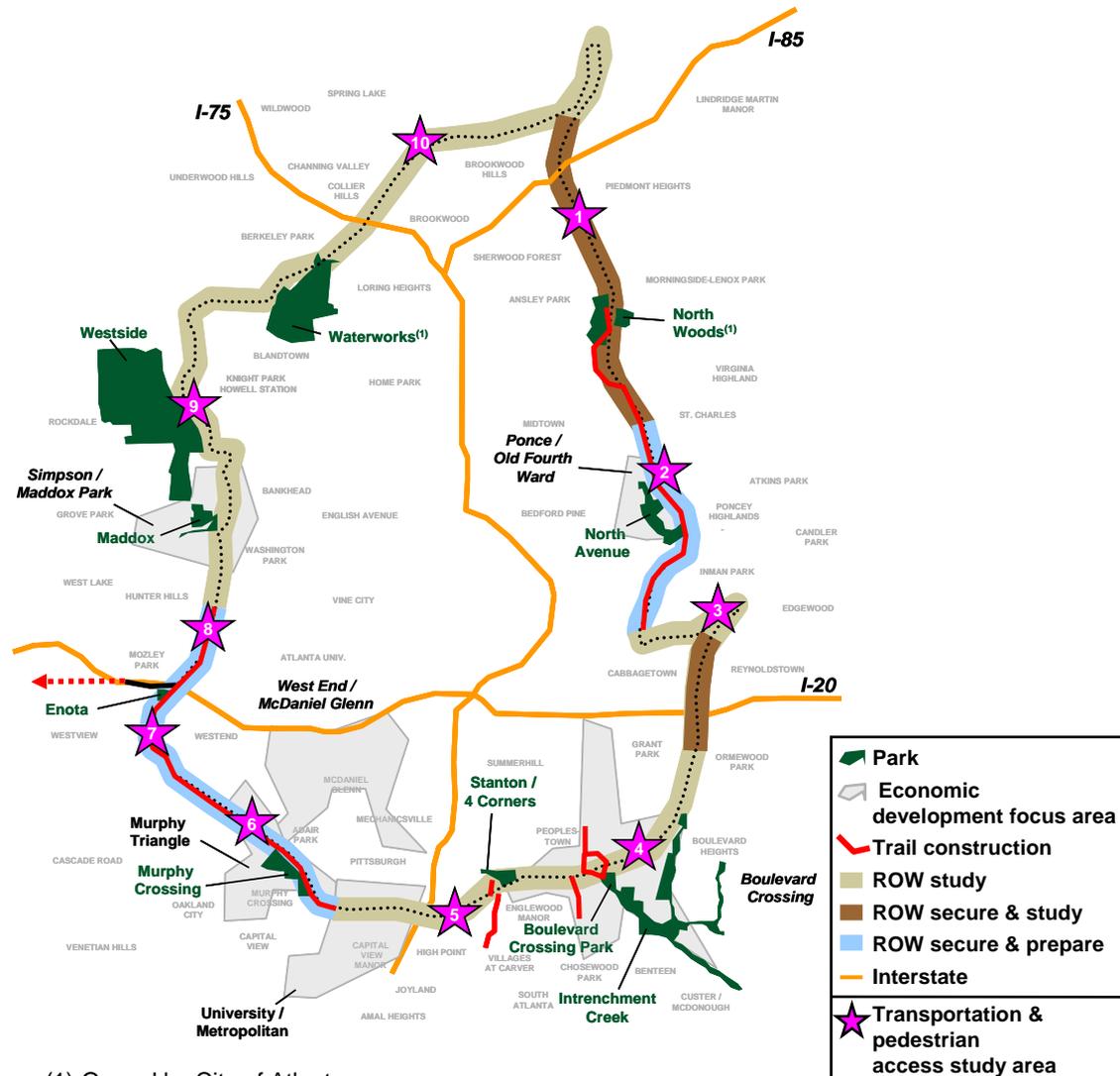
- Complete basic planning studies (in first 18-24 months) related to street grid, connectivity, land-use, zoning, and master plans (Open Space, Transportation, Public art and 20 Sub-areas) to establish community-based framework for future economic development
- Invest in development incentives, affordable workforce housing, preservation (historic and environmental), public art and transportation improvement to drive economic development

**The priorities reflect our fundamental principles and are critical to the integrated strategy**

# OVERVIEW OF PROJECTS IN THE 5-YEAR DETAILED VISION

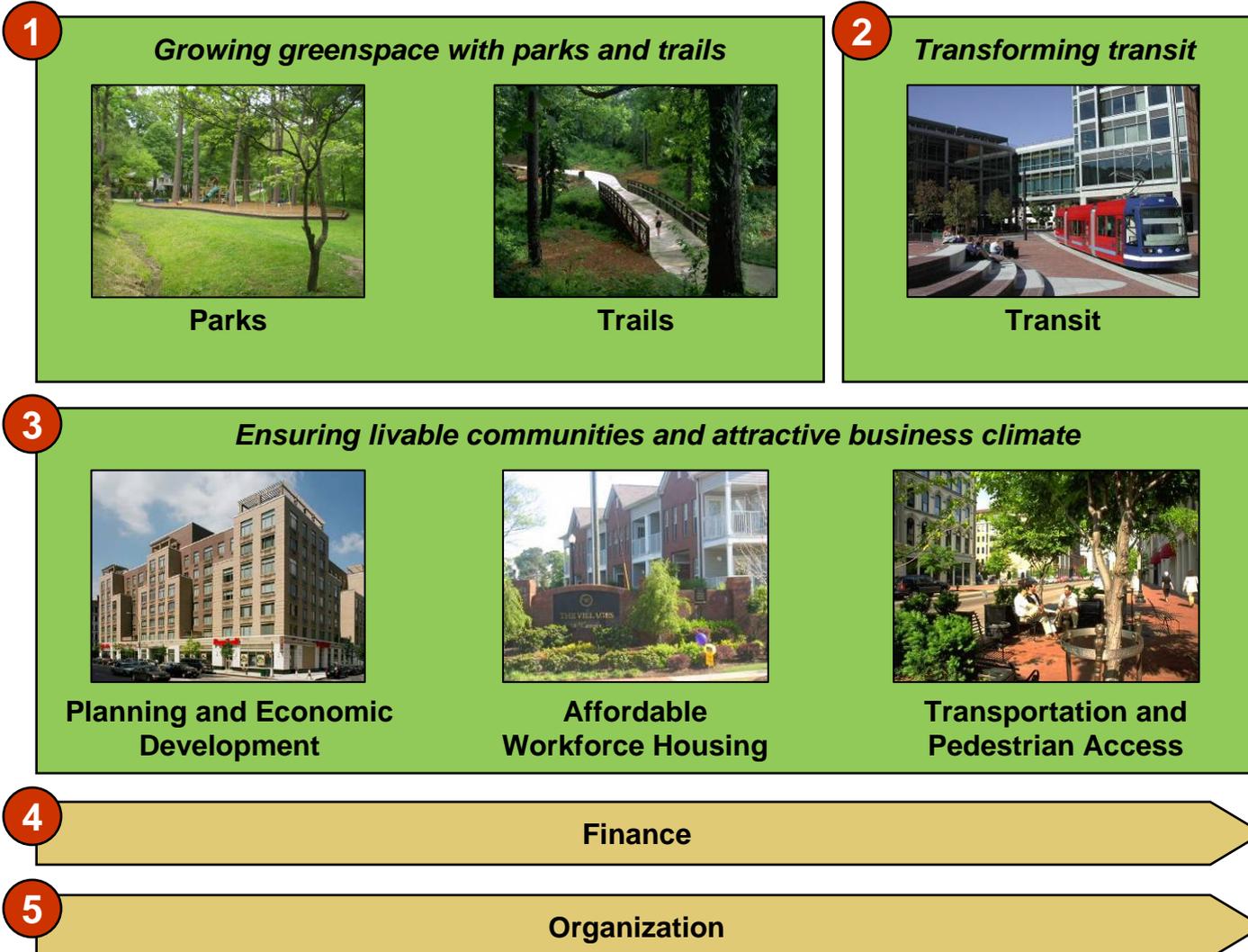
## Projects in first five years

- 1 Growing greenspace with parks and trails
  - 585-625 acres of greenspace acquired with 260-300 acres developed
    - 480-490 acres of parks acquired with 155-165 acres developed
    - 5-7 miles / 90-100 acres of trails and 5-9 miles / 15-35 acres of spurs acquired and developed
- 2 Transforming transit
  - Complete all studies required to begin transit construction
  - Secure available Right-of-Way
  - Prepare 5-7 miles of Right-of-Way for transit
- 3 Ensuring livable communities and attractive business climate
  - ~\$42M invested in new affordable workforce housing units
  - Targeted economic development spending in 6 focus areas
  - Road and streetscape investment for transportation and pedestrian access study areas
  - Complete street grid, land-use plan, zoning, master planning and connectivity studies
  - Complete environmental and historic assessments
  - Incorporate public art

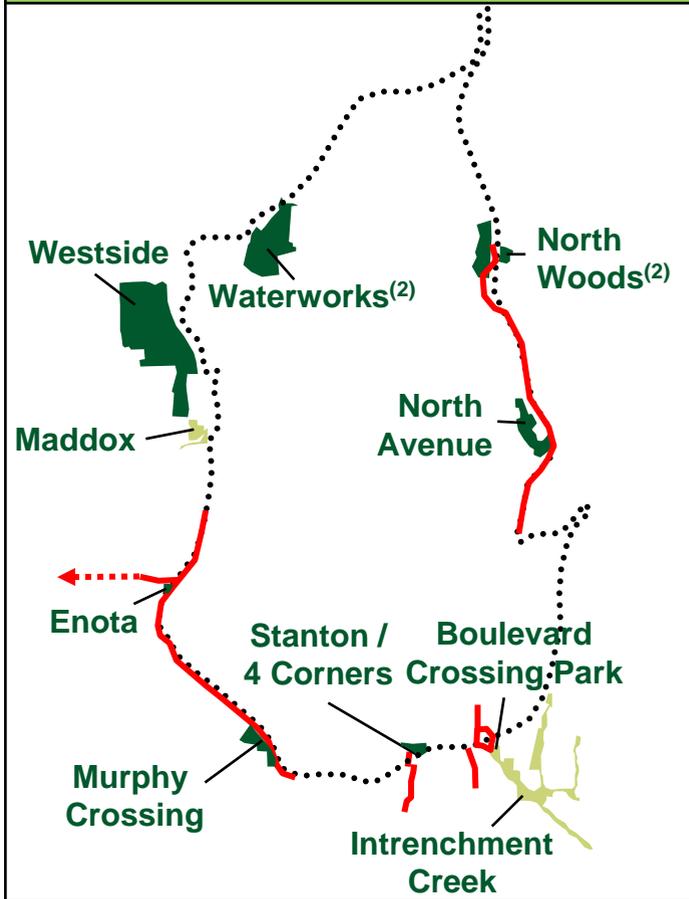


(1) Owned by City of Atlanta

Note: All park acres are shown, but only partial amounts may be acquired in first five years



## Parks and trails in 5 year budget



Trail construction	Park - acquired & developed
	Park - acquired, not developed

## Parks and trails overview

<b>Priorities:</b>	<ul style="list-style-type: none"> <li>• Acquire and develop areas with available Opportunity Bonds funds</li> <li>• Assemble greenspace and greenways (45-48% of total 1,300 acres)</li> <li>• Leverage opportunities for park development</li> </ul>
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Parks
<p>Acquire 480-490 acres of land for 10 new parks<sup>(1)</sup> and develop 155-165 acres</p> <ul style="list-style-type: none"> <li>• Complete development of 2 parks (Enota Park &amp; Boulevard Crossing)</li> <li>• Partial development of 4 additional parks (Westside; Murphy Crossing; Stanton / 4 Corners; North Woods- Piedmont Park expansion)</li> </ul> <p>Invest \$1.7M in Public art for parks, trails and development areas</p>

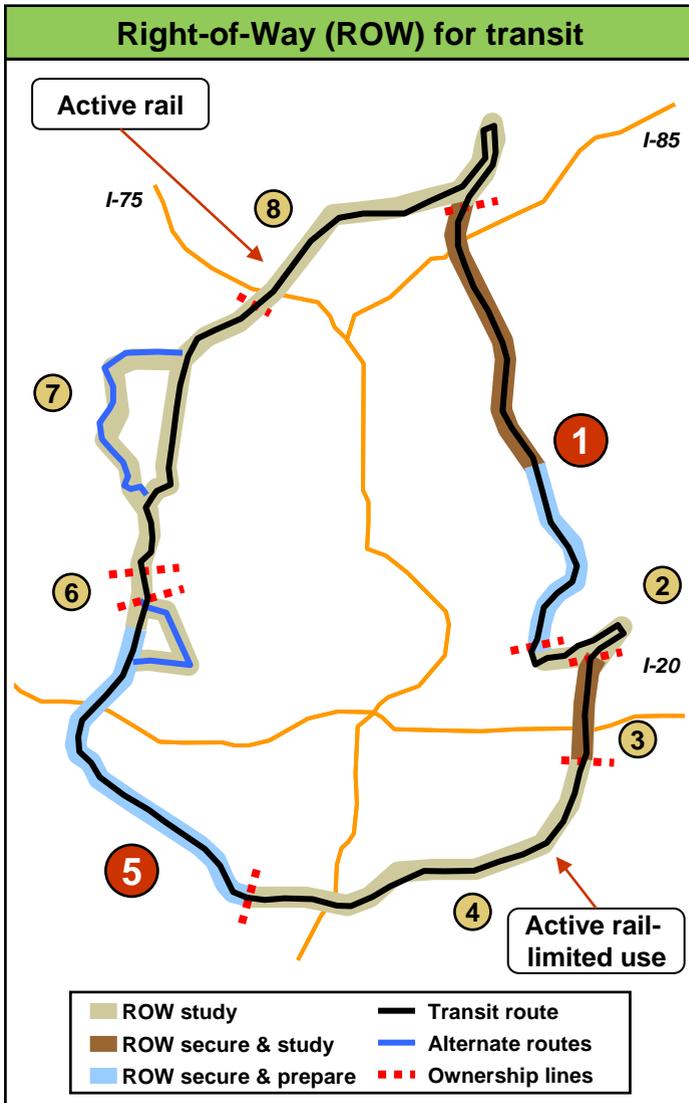
Trails
<p>Secure and prepare 5-7 miles/ 90-100 acres of trails</p> <ul style="list-style-type: none"> <li>• NE: 3-4 miles/ 47-52 acres connecting from Piedmont Ave. to Edgewood Ave.</li> <li>• SW: 2-3 miles/ 43-48 acres connecting Allene Ave. to Lena St.</li> <li>• NW: Conduct engineering study necessary for trail development</li> </ul> <p>Contingent upon securing of Right-of-Way and completion of studies</p>

Spurs
<p>Secure &amp; prepare 5-9 miles / 15-35 acres of spur trails out of total 11 miles in the Redevelopment Plan</p> <ul style="list-style-type: none"> <li>• SE: 1-3 miles/ 5-10 acres of spurs connecting Grant Park to Chosewood Park and Stanton / 4 Corners to Pryor Street</li> <li>• SW: 4-6 miles / 10-25 acres trail connecting Lionel Hampton Trail, Enota Park, and John A. White Park</li> </ul>

<b>Funding sources</b>	<ul style="list-style-type: none"> <li>• Greenspace Opportunity Bonds</li> <li>• Philanthropic and private funds</li> <li>• Trust for Public Land's revolving credit line</li> <li>• BeltLine TAD BAN / bonds; Federal funds</li> </ul>
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<p><b>Budget:</b> <b>\$ 180M</b></p>
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(1) 24 parks identified in Redevelopment Plan, 25 parks result of splitting Boulevard Crossing into 2 parks- Boulevard Crossing & Intrenchment Creek parks  
 (2) Acreage already owned by city: North Woods- all; Waterworks-110 acres



### Transit overview

**Priorities:**

- Take all steps necessary to ensure the creation of a transit system
- Budget and prepare for the creation of a usable transit system as quickly as possible; finalize connectivity
- Proactively strive to secure as much of ROW as possible
- Acquire 35-37% of total 22-mile ROW

**Right of Way (ROW)**

Ownership and active rail  
ROW currently owned by different parties with NW and SE in active use:

- 1 NE Atlanta BeltLine Group
- 2 4 8 CSX
- 3 5 Georgia Dept. of Transportation
- 6 MARTA
- 7 Private/CSX

First five years 1 5

Since NW and SE in active use, focus will be to secure and prepare portion of NE and SW, but continue to explore opportunities in SE

**Construction**

Prepare for construction  
Complete engineering, MARTA Alternatives Analysis, Draft Environmental Impact and final design studies to determine transit routes, stations, modes, costs and operating model

- Conduct commuter / freight studies as needed
- Investigate potential interim transit option

Construction  
Start construction of trails and transit Right-of-Way

- e.g., demolition, earthwork, retaining walls, landscaping, etc.

**Financing**

Pursue creative financing strategies to:

- Augment TAD bond allocations for transit
- Expedite process for completion of first segment
- Create contingency pool using local funds

**Funding sources**

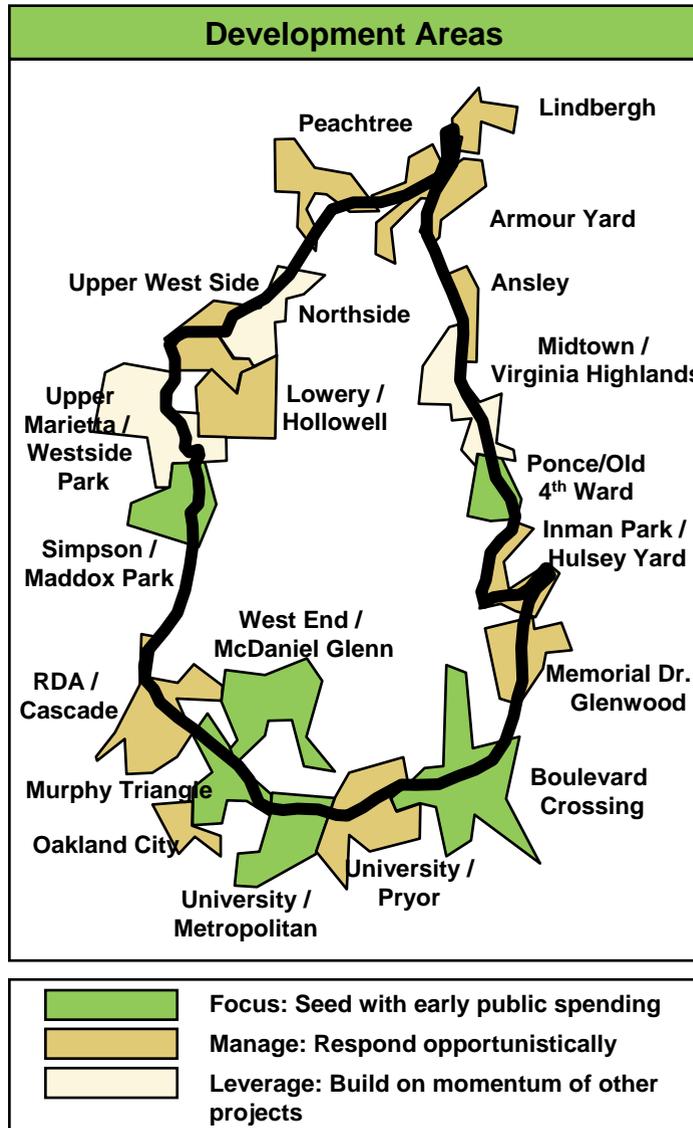
- Beltline TAD BAN / bonds
- Creative state, local, private funding
- Federal government's "New Starts" Program
- Transportation Improvement Program (TIP) funds
- Federal Transit Administration/ Federal Highway Administration programs

**Budget:**  
**\$78M<sup>(1)</sup>**

(1) Includes Right-of-Way acquisition, preparation and engineering; NW connectivity study  
Note: Exact NW route to be determined

# ENSURING LIVABLE COMMUNITIES & ATTRACTIVE BUSINESS CLIMATE (I)

## Planning, Development and Workforce Housing



### Development overview

<b>Priorities:</b>	<ul style="list-style-type: none"> <li>• Seed private investment with targeted economic incentives fund</li> <li>• Pursue city-wide workforce housing goals</li> <li>• Preserve the historic aspects and improve the environmental quality of BeltLine neighborhoods</li> </ul>	
<b>Planning</b>	<b>Economic Development</b>	<b>Workforce Housing</b>
<p><b>Basic planning activities:</b></p> <ul style="list-style-type: none"> <li>• Land-use plan</li> <li>• Master plan</li> <li>• Zoning</li> </ul> <p><b>Historic Preservation</b></p> <ul style="list-style-type: none"> <li>• Support Atlanta Urban Design Commission designation efforts</li> </ul> <p><b>Environment (\$8M)</b></p> <ul style="list-style-type: none"> <li>• Conduct brownfield testing/remediation for key sites in target areas to facilitate private development</li> </ul>	<p><b>\$19M in incentives, ~75% targeting key focus areas<sup>(1)</sup>:</b></p> <ul style="list-style-type: none"> <li>• Murphy Triangle</li> <li>• Boulevard Crossing</li> <li>• Simpson/Maddox</li> <li>• West End/McDaniel Glenn</li> <li>• University/Metropolitan</li> </ul>	<p><b>\$42M from TAD issuance to be spread across the BeltLine</b></p> <p><b>Creation of BeltLine Affordable Workforce Housing Advisory Group and BeltLine Trust Fund</b></p>
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>• BeltLine TAD BAN / bonds</li> <li>• Federal matches</li> <li>• State and federal environmental clean-up program grants</li> <li>• Other tax incentives, historic preservation tax credit</li> </ul>	
		<p><b>Budget:</b> <b>\$69M</b></p>

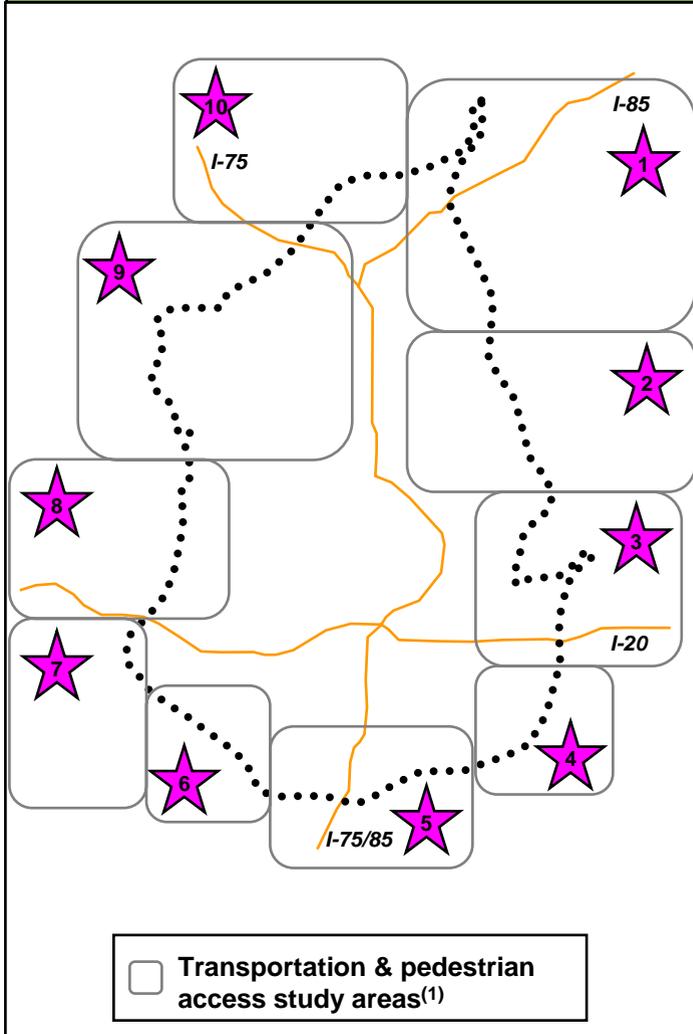
(1) Economic development spending in Ponce/Old Fourth Ward is limited to transportation infrastructure projects and no economic development incentives

# ENSURING LIVABLE COMMUNITIES & ATTRACTIVE BUSINESS CLIMATE (II)

## Transportation and Pedestrian Access Study Area



### Key areas for studies / improvements



### Transportation and pedestrian access study area overview

<b>Priorities:</b>	<ul style="list-style-type: none"> <li>Oversee planning and execution of transportation and pedestrian/bike projects</li> <li>Conduct studies for future design and engineering</li> </ul>
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Planning
<p>Conduct 10 connectivity studies to:</p> <ul style="list-style-type: none"> <li>Identify roadway and pedestrian/ bike projects to address this impact</li> </ul> <p>Complete street grid and sub-area master plans</p> <p>Complete Transportation Master Plan</p> <p>Complete Parking Master Plan</p>

Existing projects
<p>Collaborate with City on implementation of approximately \$32M already approved/ funded projects:</p> <ul style="list-style-type: none"> <li>In or near the BeltLine TAD</li> <li>Of strategic importance to the BeltLine</li> </ul>

New projects
<p>Allocate funds to new projects based on studies and community input</p> <p>Prioritize projects that:</p> <ul style="list-style-type: none"> <li>Reduce traffic congestion</li> <li>Improve pedestrian / bike access</li> <li>Are of strategic importance for economic development and connectivity</li> </ul>

<b>Funding sources</b>	<ul style="list-style-type: none"> <li>BeltLine TAD BAN / bonds</li> <li>Federal or private matches</li> </ul>
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**Budget:**  
**\$23M**

(1) Study areas determined from transportation studies of Redevelopment Plan

### Northwest

**\$152M<sup>(1)</sup>**

Focus on Westside Park while investigating trails and transit

- Invest significantly in new park acquisition and development
- Conduct studies necessary to resolve ROW barriers
- Spur economic development around Westside & Waterworks park
- Preserve local historic sites
- Drive affordable workforce housing/environmental remediation/public art
- Study transportation & pedestrian access areas

### Southwest

**\$99M**

Develop trails, lay foundation for transit, and spark economic development

- Secure and prepare the ROW for trails & transit; construct initial trail
- Build spur connecting John A White park to BeltLine trail
- Expand new usable park land connected with spur trail
- Provide economic development incentives
- Preserve local historic sites
- Drive affordable workforce housing/environmental remediation/public art
- Study transportation & pedestrian access areas

**\$88M**

### Northeast

Develop trails and foundation for transit, while building on current momentum in the area

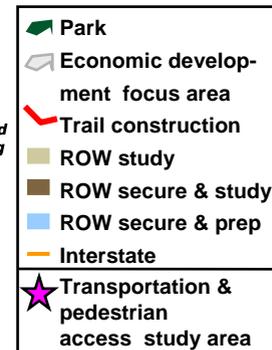
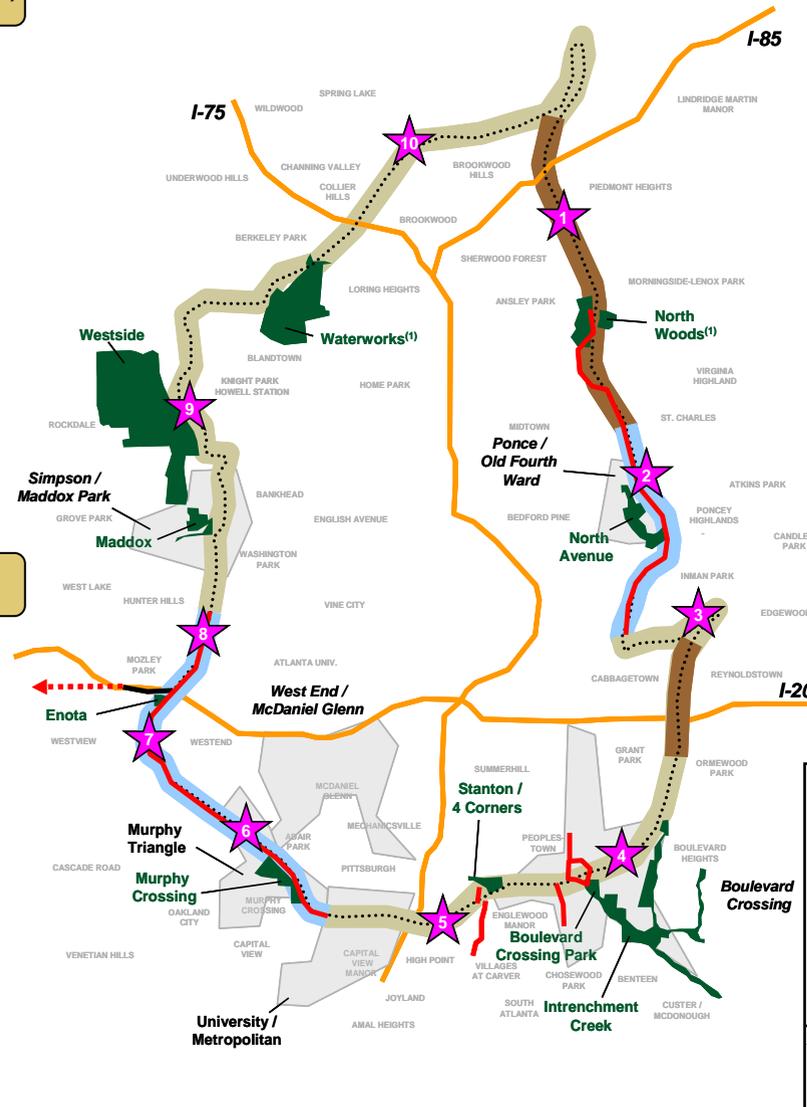
- Secure and prepare ROW for trail and transit
- Construct initial trail segment
- Support transit-oriented development at City Hall East with North Avenue Park
- Support expansion of North Woods
- Preserve local historic sites
- Drive affordable workforce housing/environmental remediation/public art
- Study transportation & pedestrian access areas

**\$88M**

### Southeast

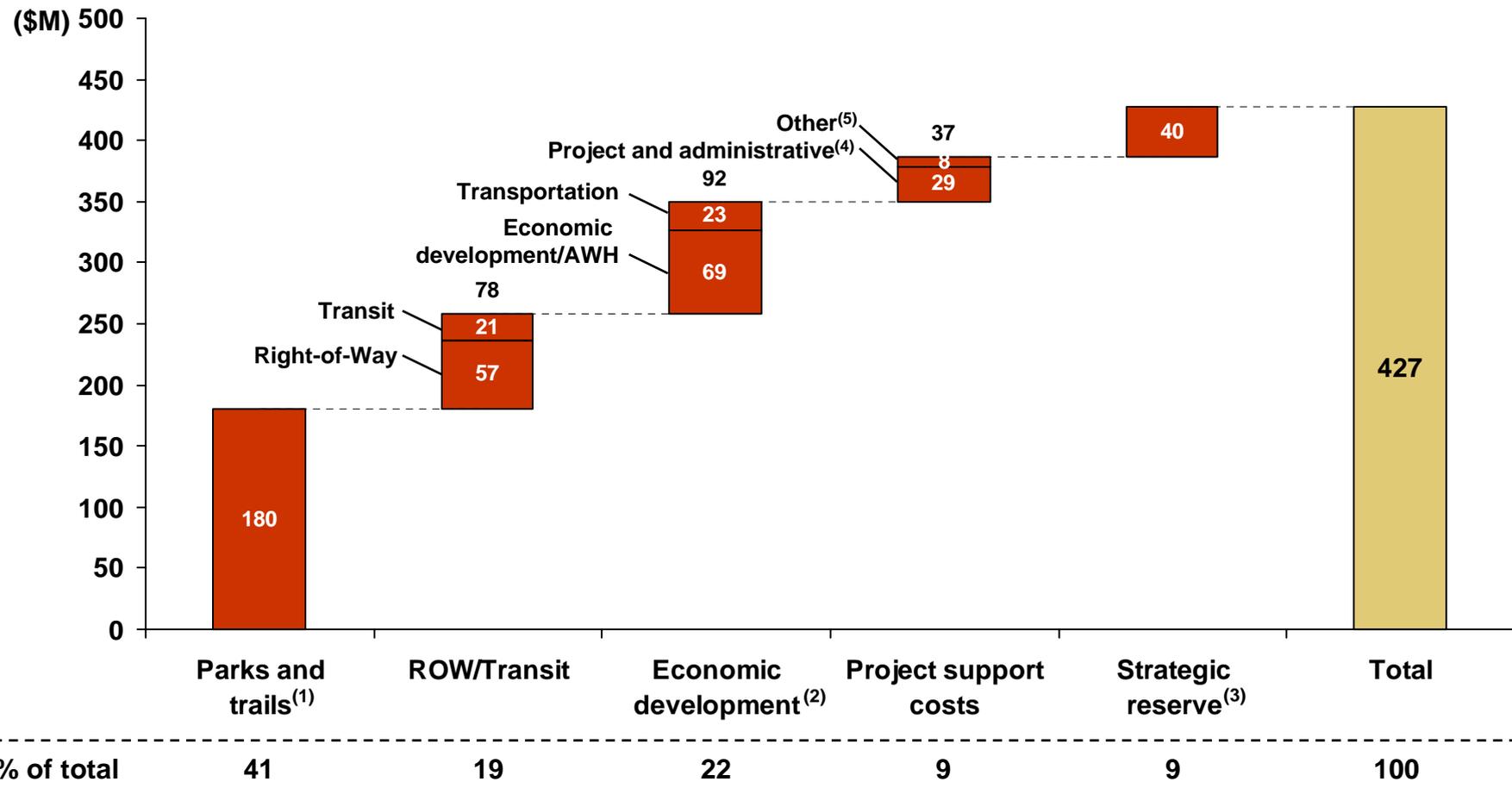
Jump-start private investment with park development and economic incentives

- Create new usable park land
- Connect existing and new parks with spur trails
- Encourage economic development with typical economic incentives
- Preserve local historic sites
- Drive affordable workforce housing/environmental remediation/public art
- Study transportation & pedestrian access areas



(1) \$97M of funding for Westside Park development

**Estimated expenditure budget for BeltLine, 2006-2010**



(1) Includes \$1.7M public art (2) Includes affordable workforce housing (AWH), transportation & pedestrian access and economic incentives plus other costs such as brownfield testing and connectivity studies  
 (3) \$40M strategic and tactical reserve (4) Administrative, project, and communications costs, 2006-2013 (5) Includes bond financing costs  
 Source: BeltLine Partnership / ADA

# USES AND SOURCES OF FUNDS BY YEAR



Use / source	(\$M)						Total	Notes
	2006	2007	2008	2009	2010	Subtotal		
<b>• Parks and Trails</b>							180	
- Acquisition	40	20	22	21	16	119		<ul style="list-style-type: none"> <li>• Quarry in process; earmarked Opportunity Bonds</li> <li>• Earmarked Opportunity Bonds &amp; federal funds</li> </ul>
- Development	-	10	14	11	24	59		
- Public art	-	-	1	1	-	2		
<b>• Right-Of-Way/Transit</b>							78	
- Right-of-Way/ Transit acquisition, preparation, & engineering	1	27	20	9	21	78		<ul style="list-style-type: none"> <li>• Earmarked federal funds and local match</li> </ul>
<b>• Development</b>							92	
- Workforce housing	2	7	8	8	17	42		<ul style="list-style-type: none"> <li>• Requirement in legislation- geographic discretion</li> </ul>
- Development incentives	1	5	4	4	5	19		
- Brownfield testing/ remediation	-	2	2	2	2	8		
- Transportation & Pedestrian Access	1	2	2	5	13	23		
<b>• Project support costs</b>							37	
- Administration, project, communication & finance	1	5	5	5	21 <sup>(1)</sup>	37		
<b>• Contingency</b>							40	
- Strategic reserve	-	20	-	-	20	40		<ul style="list-style-type: none"> <li>• Recommended for unforeseen opportunities</li> </ul>
<b>• Grand Total</b>	<b>46</b>	<b>98</b>	<b>78</b>	<b>66</b>	<b>139</b>	<b>427</b>	<b>427</b>	
<b>• TAD BAN / bonds</b>	<b>140</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>115</b>	<b>280</b>		
<b>• Philanthropic funding</b>	<b>28</b>	<b>20</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>57</b>		
<b>• Opportunity Bonds</b>	<b>54</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>54</b>		<ul style="list-style-type: none"> <li>• Required spending on Parks / Trails</li> <li>• Estimated for Quarry</li> <li>• Funding for Right-of-Way, studies, trail development</li> </ul>
<b>• Dept. of Watershed Management</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14</b>		
<b>• Federal funding</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>22</b>		
<b>• Grand Total</b>	<b>239</b>	<b>27</b>	<b>38</b>	<b>4</b>	<b>119</b>	<b>427</b>	<b>427</b>	

Uses

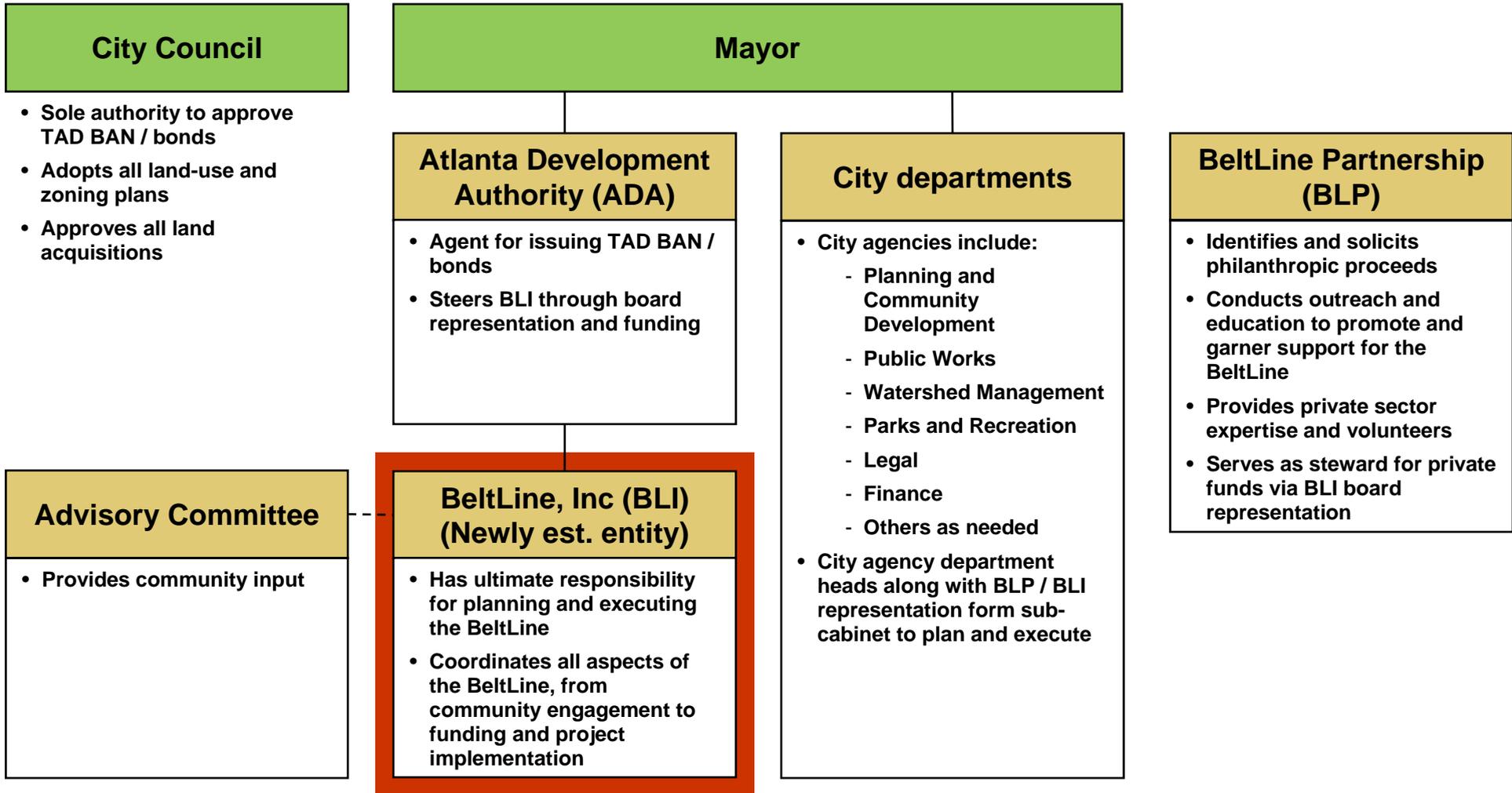
Sources<sup>(2)</sup>

(1) Includes \$2.3M contractual obligation reserve and administration/communication costs through 2013

(2) Revenue sources include \$0.2M Environmental Protection Agency grant and \$0.3M Quality of Life funding for park improvements

Source: Atlanta Development Authority / BeltLine Partnership estimates

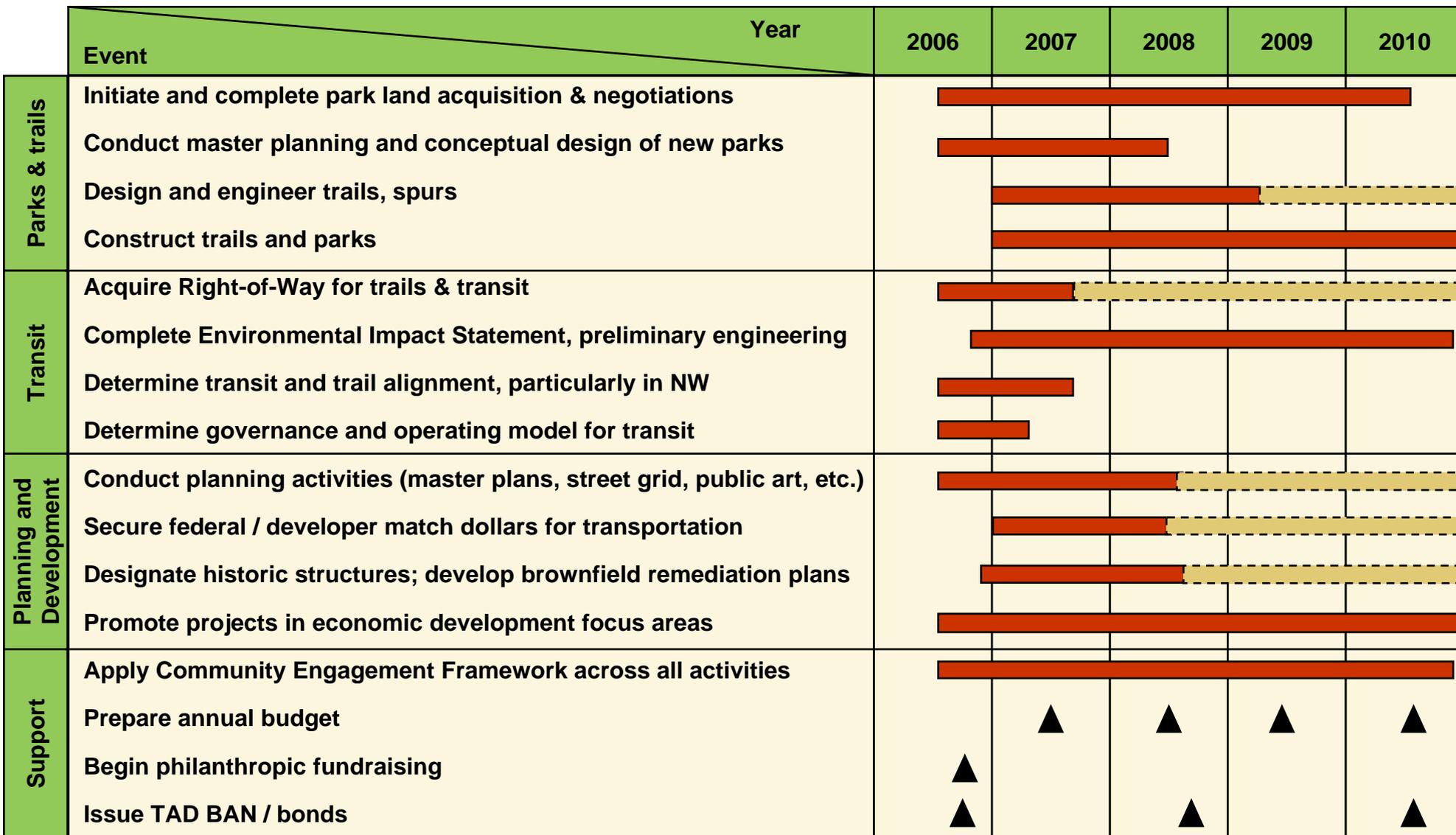
# BELTLINE INC RESPONSIBLE FOR DRIVING PLANNING AND EXECUTION



# ROLES AND RESPONSIBILITIES WITHIN BELTLINE FUNCTIONS

Core Function	Atlanta Development Authority	BeltLine, Inc	BeltLine Partnership	City departments
Strategy development planning	<ul style="list-style-type: none"> <li>Represents TAD BAN / bonds interests to guide the strategy/planning process</li> </ul>	<ul style="list-style-type: none"> <li>Defines strategy/plan for BeltLine</li> </ul>	<ul style="list-style-type: none"> <li>Represents private interests to guide the strategy/planning process</li> </ul>	<ul style="list-style-type: none"> <li>Supports the strategy/planning process</li> </ul>
Fundraising	<ul style="list-style-type: none"> <li>City agent for issuing TAD BAN / bonds</li> </ul>	<ul style="list-style-type: none"> <li>Drives efforts to secure other federal, state, local and private funding</li> </ul>	<ul style="list-style-type: none"> <li>Drives philanthropic funding in conjunction with Trust for Public Land and PATH Foundation</li> <li>Supports other private financing initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Assists with city bonds and other funding</li> <li>Issues bonds</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Assists in official communications as needed</li> </ul>	<ul style="list-style-type: none"> <li>Drives community engagement process</li> <li>Responsible for official communications</li> <li>Maintains BL community website</li> </ul>	<ul style="list-style-type: none"> <li>Fosters advocacy and develops coordinated marketing communications</li> <li>Helps heighten awareness and educates community on the BeltLine</li> </ul>	<ul style="list-style-type: none"> <li>Provides content</li> <li>Helps educate community on the BeltLine</li> <li>Conducts community input efforts related to specific activities (e.g., parks master planning)</li> </ul>
Execution		<ul style="list-style-type: none"> <li>Serves as project management office</li> <li>Drives execution of BeltLine plan</li> <li>Manages relationships/ contracts, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Supports BLI with volunteer efforts</li> <li>Coordinates private sector involvement and “special interest” constituencies</li> </ul>	<ul style="list-style-type: none"> <li>Executes key elements of the BeltLine</li> </ul>
Oversight	<ul style="list-style-type: none"> <li>Represents TAD BAN / bonds interests to ensure funds are used as intended</li> </ul>	<ul style="list-style-type: none"> <li>Tracks and reports progress to City Council/ Atlanta Public Schools/ Fulton County/ Atlanta Development Authority/ BeltLine Partnership</li> </ul>	<ul style="list-style-type: none"> <li>“Steward:” ensures private funds are used as intended</li> </ul>	<ul style="list-style-type: none"> <li>BeltLine Sub-Cabinet drives information-sharing and coordinates decision-making across departments</li> </ul>

■ Primary work phase    ■ Ongoing activities



## Key challenges

- Ability to secure Right-of-Way

## Actions to address near-term

- Initiate conversations with key owners and stakeholders of entire Right-of-Way
- Establish team to:
  - investigate alternative options for Right-of-Way
  - develop solutions for all parties involved

## Contingency plans

- Be prepared to act quickly with contingency fund or other funds if special opportunity arises
- Investigate alternate routes

- 
- Ability to purchase parcels around key parks

- Work to secure properties as soon as possible

- Pursue other parks if 10 parks in work plan are not available in short-term

- 
- Ability to secure non-TAD funding sources (e.g., federal / state resources) in the first five years for the 25-year plan

- Develop federal funding strategy
- Explore all state funding options
- Outline innovative municipal financing opportunities
- Pursue philanthropic funds aggressively
- Pursue public/private funding opportunities

- Pursue alternative funding strategies



**Purpose**

**Context**

**“5-year Detailed Vision” and Work Plan**

**Next Steps**

**Appendix**



- **Finalize BeltLine Advisory Committee**
- **Hire CEO of BeltLine Inc.**
- **Create Trust Fund for Affordable Workforce Housing monies**
- **Establish BeltLine Affordable Workforce Housing Advisory Board, guidelines, and process**
- **Issue TAD bonds**
- **Build organizational infrastructure to support execution**
- **Review MARTA Alternatives Analysis results**
- **Initiate studies (e.g., master planning for 20 sub-areas, land-use, connectivity, Draft Environmental Impact Study, etc.)**
- **Amend City's Comprehensive Development Plan to lay groundwork for future BeltLine development**

**Purpose**

**Context**

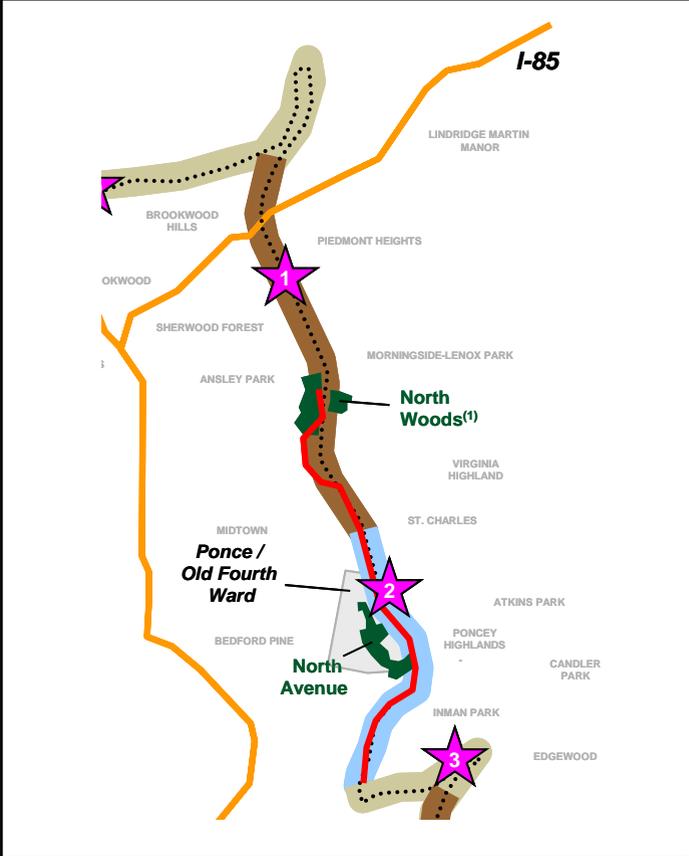
**“5-year Detailed Vision” and Work Plan**

**Next Steps**

**Appendix**

- **Quadrant view of the BeltLine**
- **Community Engagement and Communication Plan**

## Northeast



## Summary

- Build on momentum of private market and current greenspace**
- Expand on transit-oriented development at City Hall East with North Avenue Park and affordable workforce housing initiatives
  - Study transportation and pedestrian access
  - Develop trail from Piedmont Park/North Woods to Edgewood Avenue
  - Build on expansion of North Woods
  - Preserve local historic sites, drive affordable workforce housing, and brownfield remediation

## Key facts

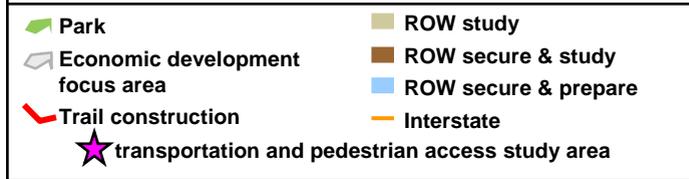
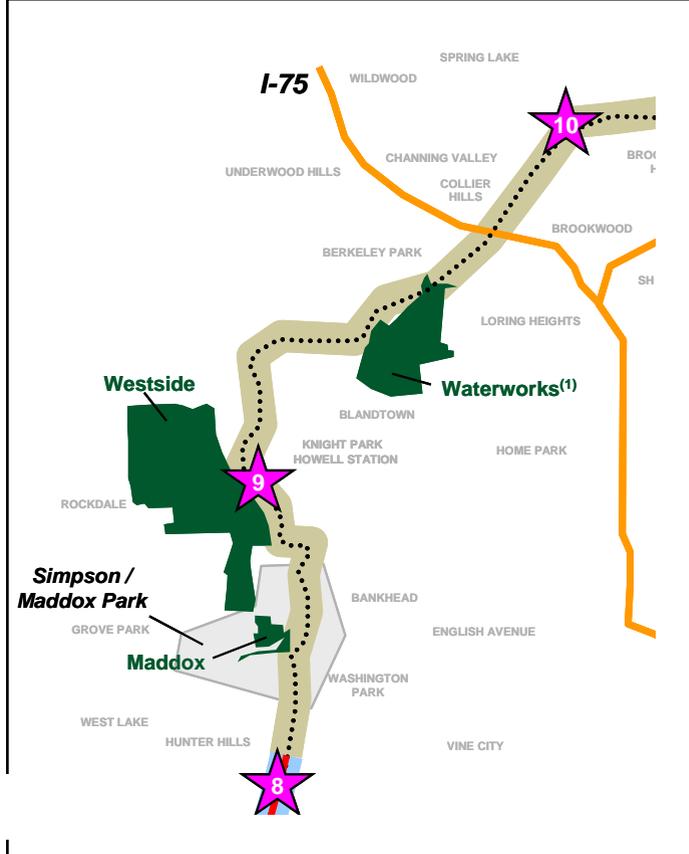
<b>Parks and Trails</b>	
• Park acres acquired	60-62
• Park acres developed	8-10
• Trail miles / acres	3-4 / 47-52
• Spur miles / acres	0
<b>Transit</b>	
• Miles studied or secured	6
<b>Transportation and Pedestrian Access</b>	
• Study Areas (number of)	3
<b>Development</b>	
• Economic development focus areas	1
• Historic preservation candidates <sup>(2)</sup>	10

(1) North Woods acreage already owned by City of Atlanta

(2) Current list of individually eligible candidates to the National Registry; discussion and evaluation by Atlanta Urban Design Commission staff

Source: Atlanta Urban Design Commission, study of BeltLine historic resources

## Northwest



## Summary

**Build on success of Bellwood Quarry acquisition with development of Westside Park**

- Invest in new Westside Park and Waterworks Park development
- Pursue opportunities for public/private facilities in Westside park
- Spur private development with economic incentives
- Preserve local historic sites, drive affordable workforce housing, and brownfield remediation

**Current active rail segment and alignment pose structural barriers**

- Conduct studies necessary to resolve alignment issues

## Key facts

### Parks and Trails

- Park acres acquired **355-358**
- Park acres developed **100-103**
- Trail miles / acres **0**
- Spur miles / acres **0**

### Transit

- Miles studied or secured **7**

### Transportation and Pedestrian Access

- Study areas (number of) **3**

### Development

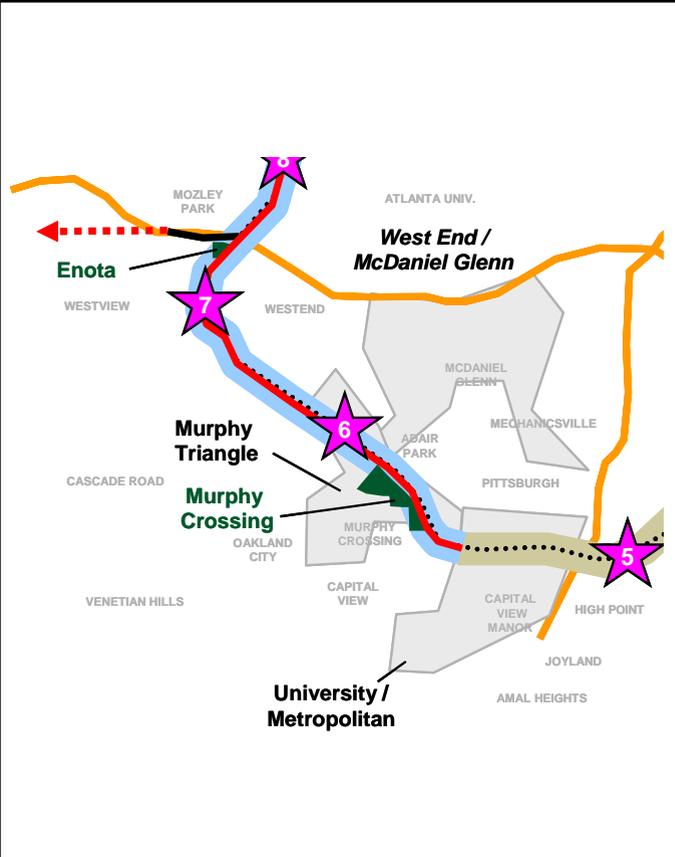
- Economic development focus areas **1**
- Historic preservation candidates<sup>(2)</sup> **27**

(1) Waterworks- 110 acres owned by City of Atlanta

(2) Current list of individually eligible candidates to the National Registry; discussion and evaluation by Atlanta Urban Design Commission staff

Source: Atlanta Urban Design Commission, study of BeltLine historic resources

## Southwest



## Summary

Spur economic development and prepare for transit while developing new parks and trails

- Secure and prepare the Right-of-Way for trails and transit
- Create new usable park (Enota)
- Develop trail segment from Allene Avenue to Lena Street and spur trail connecting to John A. White Park
- Encourage economic development with infrastructure projects and economic incentives; drive environmental clean-up
- Preserve local historic sites, drive affordable workforce housing, and brownfield remediation

## Key facts

### Parks and Trails

- Park acres acquired 15-17
- Park acres developed 15-17
- Trail miles / acres 2-3 / 43-48
- Spur miles / acres 4-6 / 10-25

### Transit

- Miles studied or secured 4

### Transportation and Pedestrian Access

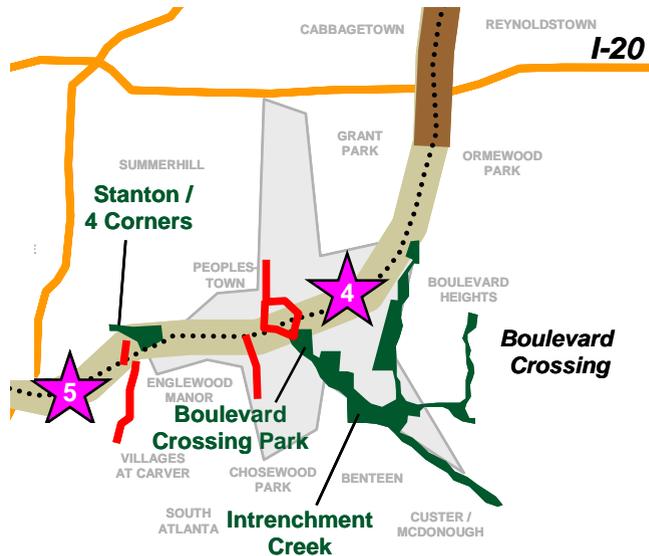
- Study areas (number of) 2

### Development

- Economic development focus areas 3
- Historic preservation candidates<sup>(1)</sup> 8

(1) Current list of individually eligible candidates to the National Registry; discussion and evaluation by Atlanta Urban Design Commission staff  
Source: Atlanta Urban Design Commission, study of BeltLine historic resources

## Southeast



## Summary

Leverage Opportunity Bonds to expand greenspace, connect neighborhoods with spur trails and attract private investment with economic incentives

- Create new usable park land
- Connect existing parks to BeltLine and other parks with spur trails (Grant Park to Chosewood Park and Stanton / 4 Corners to Pryor Street)
- Preserve local historic sites, create affordable workforce housing & drive environmental clean-up
- Promote economic development in focus area

## Key facts

### Parks and Trails

- |                        |            |
|------------------------|------------|
| • Park acres acquired  | 50-53      |
| • Park acres developed | 32-35      |
| • Trail miles / acres  | 0          |
| • Spur miles / acres   | 1-3 / 5-10 |

### Transit

- |                            |   |
|----------------------------|---|
| • Miles studied or secured | 5 |
|----------------------------|---|

### Transportation and Pedestrian Access

- |                           |   |
|---------------------------|---|
| • Study areas (number of) | 2 |
|---------------------------|---|

### Development

- |   |   |
|---|---|
| • Economic development focus areas                | 1 |
| • Historic preservation candidates <sup>(1)</sup> | 6 |

(1) Current list of individually eligible candidates to the National Registry; discussion and evaluation by Atlanta Urban Design Commission staff  
Source: Atlanta Urban Design Commission, study of BeltLine historic resources

# COMMUNICATION OF WORK PLAN PROGRESS AIMS TO REACH MULTIPLE AUDIENCES



Audiences	Communication topics (3 Key BeltLine impacts)	Key providers of content	Sample modes of communication
Community Groups	<b>1</b> Growing greenspace with parks and trails • (e.g., new park acquisitions, input on park designs, trail construction updates)	 PATH Foundation, Trust for Public Land, Park Pride, BeltLine Inc., BeltLine Partnership, City Departments (e.g., Parks, Planning)	Website
Neighborhood Planning Units			Media
Public			Newsletters and E-mails
Private Investors (Developers)	<b>2</b> Transforming transit and transportation • (e.g., MARTA Alternative Analysis study results, streetscape updates)	 MARTA, City Departments (e.g., Planning, Public Works), Atlanta Regional Commission, BeltLine Inc.	Town-hall meetings
Private foundations			Toolkits
Faith-based Groups			Speaker series and tours
Advocacy Groups	<b>3</b> Ensuring livable communities and attractive business climate • (e.g., affordable workforce housing initiatives, historic preservation sites, economic development area updates)	 Atlanta Housing Authority, Affordable Workforce Housing Task Force, BeltLine Inc, ADA, Urban Design Commission, Environmental Protection Agency, Georgia Brownfield Program, City Departments (e.g., Planning)	Collateral material (e.g., brochures)
Regional / National Audience			Exhibits
City departments			Citizen Participation Framework
City Council			Annual budget updates
Other government agencies			
Workforce housing advocacy groups			

**Coordinated and driven by BeltLine Inc. and advocated by BeltLine Partnership**