



 **STITCH**
Atlanta 2015

Contents

Executive Summary	7	Planning Strategies	71
Transformation	10	Reconnecting The Grid	72
Redevelopment	18	Urban Framework	74
Considerations	20	Site Design	80
		Sustainability	82
Vision Plan	23	Analysis	83
Overview	25	Considerations	84
The Stitch	28	Benchmarks	92
Character Zones	40		
Activation	55	Appendix	101
Operations	62		
Redevelopment Potential	66		

FOREWORD

Cities are full of interesting, impactful and critical projects; however, few are truly transformative. This is due in part to complicated land ownership, political realities, infrastructure challenges, funding constraints and lack of vision. It is difficult at best to move beyond the current reality to see over these hurdles and imagine a bold new future.

The Stitch represents just such an opportunity. It is an idea complete with the standard challenges facing big urban projects. It is a big idea with the potential to truly transform, reconnect and even heal Atlanta's Central Business District. It is an opportunity to fill the void between Downtown and Midtown that has existed since the Connector was first constructed in the 1960s and, in doing so, create a vibrant new urban neighborhood surrounding meaningful public open space with a direct connection to transit.

Unlike examples in cities around the country, The Stitch is not a park project. It is a redevelopment project focused on leveraging air rights over the interstate to foster investment, encourage development and increase real estate value. Parks, open space and great streets are only part of the story.

Making this idea a reality will take vision, commitment and a belief that Atlanta deserves a great urban future. The following pages paint a picture of what is possible and outline the magnitude of impact that is possible when current thinking is suspended, the hurdle of the interstate is overcome, and bold steps are taken.

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EXECUTIVE SUMMARY

Mending a Torn Urban Fabric

Since its inception, the Connector has created a decidedly negative effect on the physical urban fabric and socio-economics of Downtown Atlanta. For many visitors, commuters and residents the blight along the length of the Connector is the first and parting impression of Atlanta. However important the vast expanse of pavement's role in connecting our region, we must acknowledge the tremendous constraint it places upon the future growth of Downtown and its detrimental effect on the image of Atlanta.

It is possible to envision a future where this critical, yet loud conduit is ameliorated through development, and the urban fabric of the city is restitched. The following pages contain a strategy that advocates a vision for The Stitch of reconnected streets, rational blocks, buildings and park space built atop the Connector.



Figure-ground Today

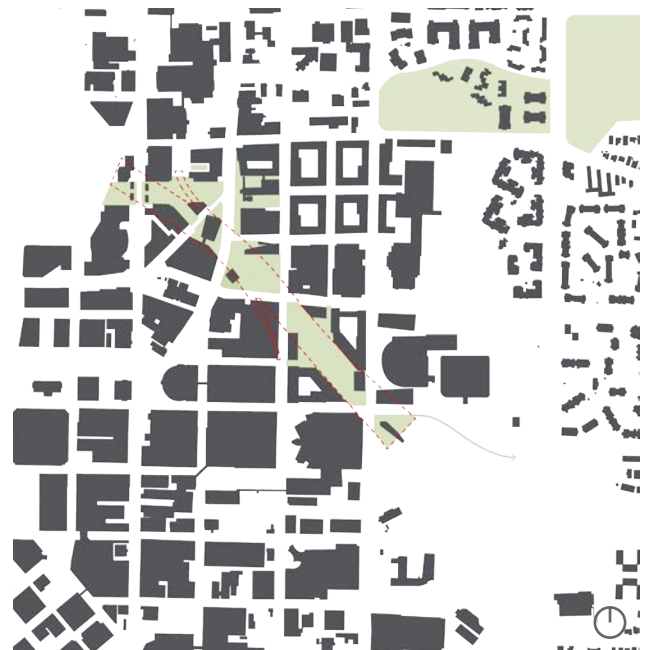


Figure-ground of The Stitch

EXECUTIVE SUMMARY

8 Trends in Urban Revitalization

Atlanta is in the middle of a renaissance. In this competitive urban market, neighborhoods vie to be the preferred place for living, working and playing. Recent trends show 3 key factors are driving the real estate growth and revitalization of urban cores across the nation:

1. Repurposing underutilized assets
2. Leveraging access to transit
3. Providing meaningful public open space

The location for The Stitch is unique in having all of these attributes, in addition to being central to the Midtown and Downtown urban cores. This transformational project offers Downtown Atlanta the opportunity to elevate its landscape and to re-emerge as the vibrant heart of the region, and a benchmark for urban regeneration.

Underutilized Assets



Embarcadero - San Francisco, CA



Hudson Yards - New York, NY



Rose Kennedy Greenway - Boston, MA

Access to Transit



ARTIC - Anaheim, CA



Mockingbird Station - Dallas, TX



Union Station - Denver, CO

Public Open Space



Dilworth Plaza - Philadelphia, PA



Klyde Warren Park - Dallas, TX



Guthrie Green - Tulsa, OK

EXECUTIVE SUMMARY

Transformation

10

The Stitch Vision Plan

Through creation of air rights development and adjacent redevelopment supported by meaningful open space, the disruptive patterns of the highway are mended and replaced by an outwardly welcoming urban neighborhood.

This new front door to Downtown will become a catalyst for stitching Midtown and Downtown together, creating a new neighborhood that in essence forms a unified central business district (CBD) for the City of Atlanta.

Legend

- 1 MARTA Portal
- 2 Emory Square
- 3 St Luke's Church
- 4 Medical Arts Institute
- 5 Peachtree Green
- 6 Energy Park
- 7 Gateway Pavilion





EXECUTIVE SUMMARY TRANSFORMATION

12



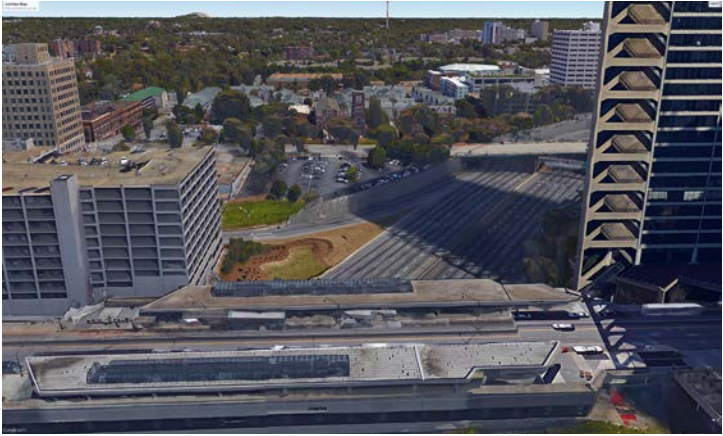
Aerial view of project area today (south)



Viewpoint



Aerial view of The Stitch. Emory Square in the foreground, looking south toward Energy Park and the Freedom Parkway interchange. Centennial Olympic Park is visible on the top right.



View from Civic Center MARTA Station (east)



Viewpoint



View of Emory Square from the re-imagined Civic Center MARTA station looking toward St. Luke's Episcopal Church

EXECUTIVE SUMMARY TRANSFORMATION

14



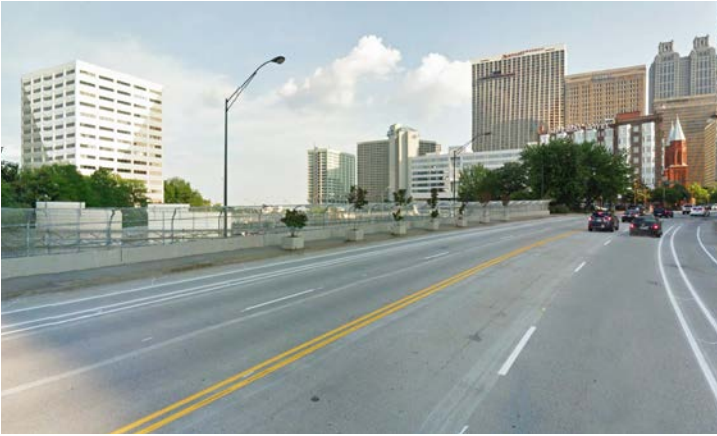
The void between Courtland and Peachtree (southwest)



Viewpoint



View of Peachtree Green looking towards the new Medical Arts Institute and the signature hotel



View from Peachtree Street bridge (southeast)



Viewpoint



Street view of Peachtree Green, looking south along Peachtree Street toward two signature hotel and office towers.

EXECUTIVE SUMMARY TRANSFORMATION

16



The void between Piedmont and Courtland (northwest)



Viewpoint



Promenade view of Energy Park



Bird's eye view above Piedmont Avenue (west)



Viewpoint



Bird's eye view of Energy Park looking northwest toward Peachtree Green

EXECUTIVE SUMMARY

Redevelopment

18 Potential Scenarios

The potential development impacts of The Stitch are transformative. The accompanying diagram illustrates properties in yellow that would directly benefit from redevelopment of the Connector through a value-added premium. Properties in orange are surface parking, or underutilized low-density structures. These parcels were considered for redevelopment at densities ranging from a Floor Area Ratio (FAR) of 3 up to 12.

The scenarios below were generated by adjusting redevelopment densities, the percentage premium for value-added zones and the inclusion of the nearby Civic Center site in the redevelopment. Each scenario calculates the value created, the new projected revenue for the city based upon the value and the resultant bond carrying capacity. Scenario A is the baseline while Scenarios B and C modestly increase density within allowable FARs for the Downtown Special Public Interest District (SPI-1) zoning permissions. The rationale is explained in greater detail later in the report.

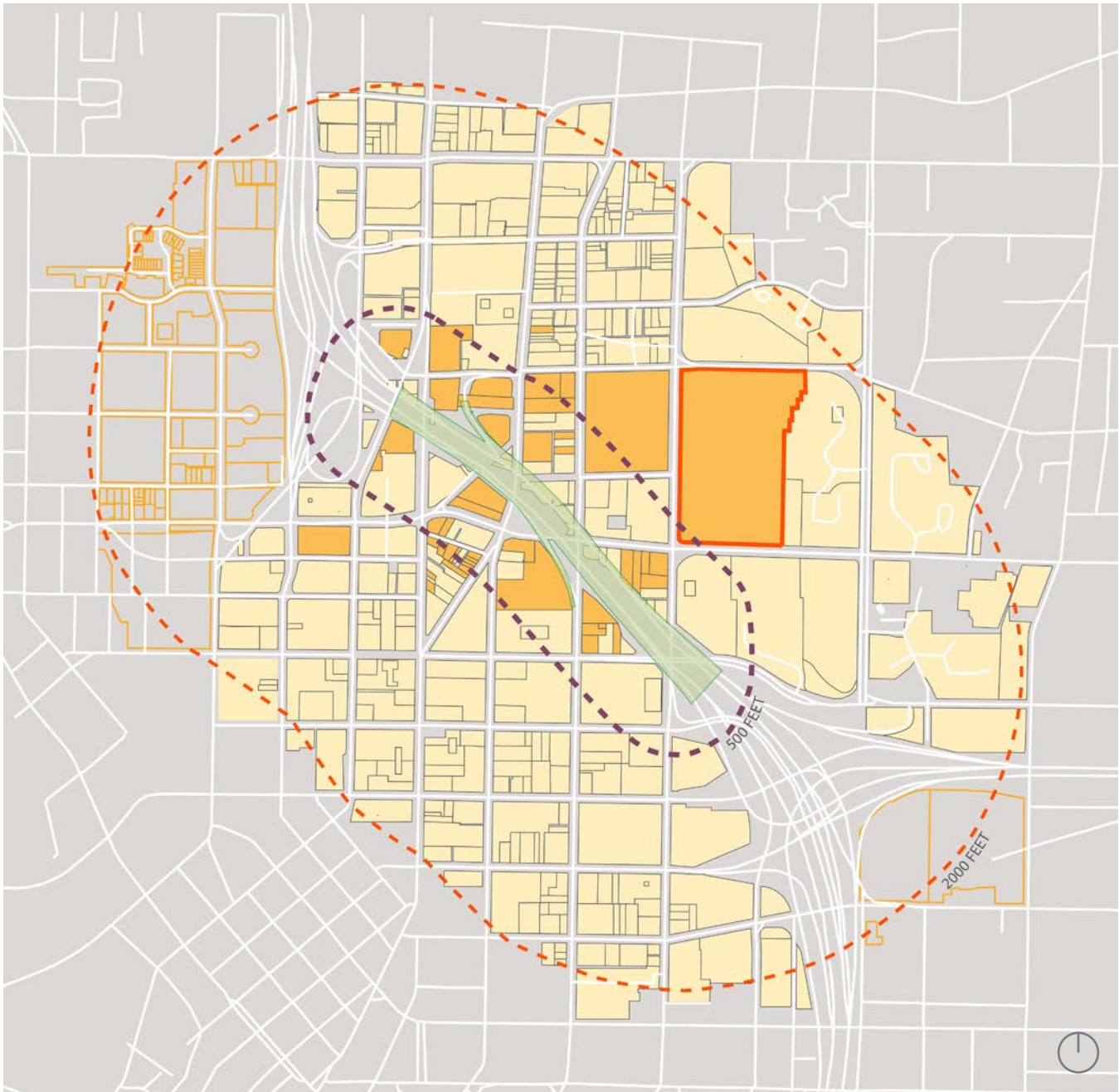
Scenario A		Scenario B		Scenario C	
Residential FAR	3.0	Residential FAR	6.0	Residential FAR	6.0
Commercial FAR	6.0	Commercial FAR	12.0	Commercial FAR	12.0
Zone 1 Premium	20%	Zone 1 Premium	20%	Zone 1 Premium	25%
Zone 2 Premium	5%	Zone 2 Premium	5%	Zone 2 Premium	10%
Civic Center	N	Civic Center	N	Civic Center	Y
Value Creation	\$1,100,764,892	Value Creation	\$2,038,393,892	Value Creation	\$3,099,261,494
New Revenue	\$21,020,646	New Revenue	\$38,025,861	New Revenue	\$57,663,594
Bond Capacity	\$308,912,325	Bond Capacity	\$558,815,224	Bond Capacity	\$847,404,725

Air Rights Development

There are numerous examples of development above Interstate Highways in the United States. Massachusetts is in the process of developing 23 parcels totaling 44 acres above the Mass Turnpike (I-90). In Washington, DC, Capitol Crossing is a \$1.3 billion project that will develop 12 acres of air right above I-395, and a Virginia study recently advanced the potential for 2.5 million square feet of development above Interstate 66 in Rosslyn. Meanwhile, parks, parking decks, and public buildings above Interstates can be found around the country. Here in Georgia, Hartsfield Jackson's fifth runway crosses Interstate 285, and Atlanta Financial Center straddles Georgia 400.

While air rights development requires special considerations relative to lease structure and terms with the US Department of Transportation, our initial assessment is that such development is indeed possible over the Connector in Atlanta.

Redevelopment Potential and Value Zones



Legend

- Value-added Parcel
- Redevelopment Parcel
- Redevelopment Platform
- Zone 1 (0 - 500 feet)
- Zone 2 (501 - 2000 feet)
- Zone 3
- Civic Center Site

EXECUTIVE SUMMARY

Considerations

20 Technical Considerations

The Connector and surrounding properties were evaluated for fatal flaws that would prevent the construction of a cap. This preliminary analysis revealed no fatal flaws, but several design challenges are present. The following list details challenges and engineering considerations:

Accessibility

- Need to maintain MARTA access and which level would access the redevelopment platform
- All off-ramps should remain open; Pine Street is noted due to its connection to Emory University Hospital Midtown
- Due to the ramp profile rising from the interstate, the cap can only be built a certain distance over the Pine Street and Courtland Street ramps before vertical clearance becomes substandard

Constructability

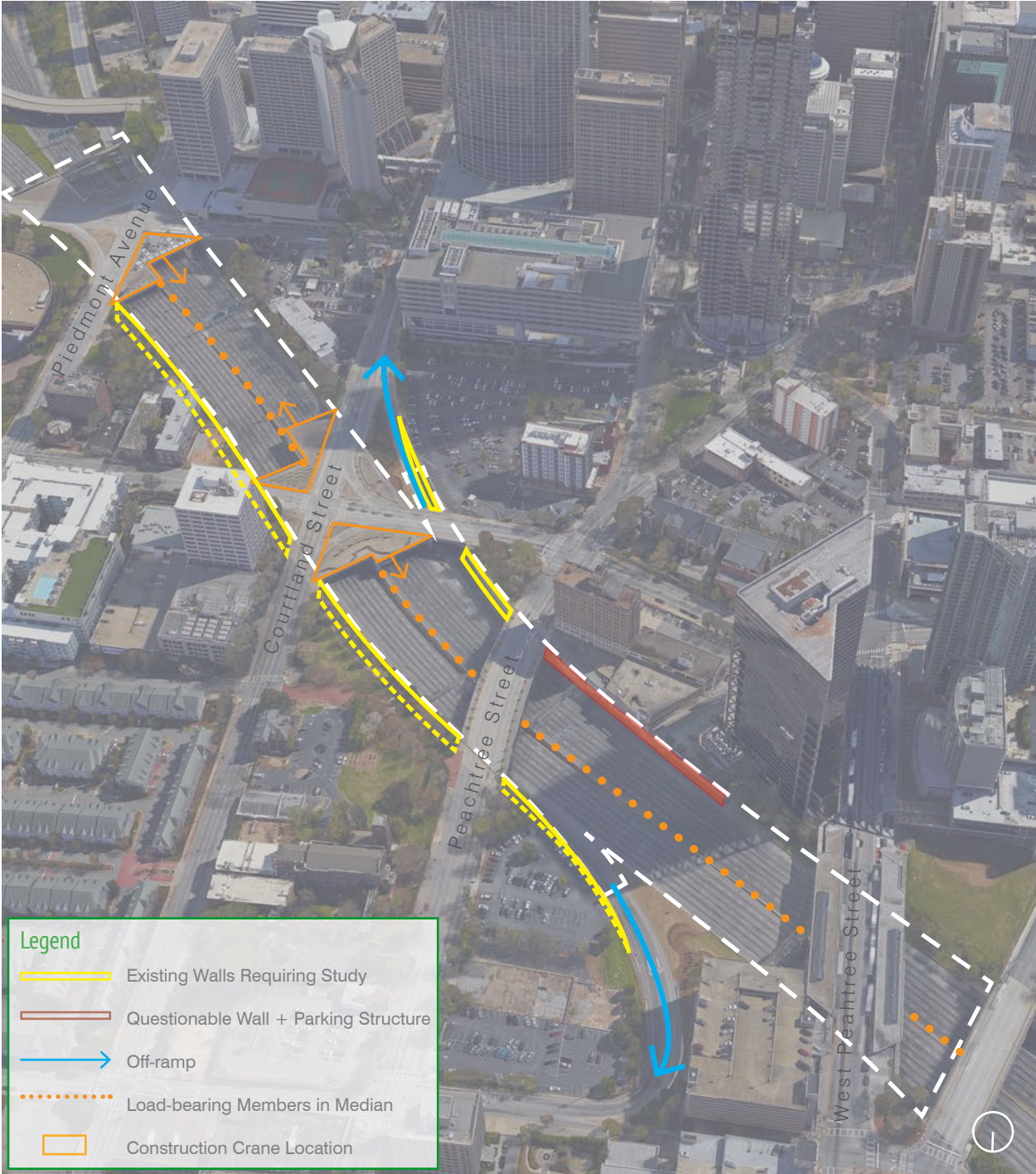
- Load-bearing members may be constructed in the median for the cap, but will likely require a redesign of existing drainage and utilities
- Potential areas were identified for crane placement for top-down construction of the cap
- It is expected construction will be a night-time operation with HOV lanes temporarily shut down

Engineering

- Elevation change between Downtown and Midtown sides of the interstate
- Retaining walls lining the interstate are believed to be tie-back walls and will need to be investigated to determine their load-bearing capacity
- Ventilation and life-safety measures will be required under the cap
- The structural integrity of the existing parking deck between Peachtree Street and Alexander Street (dead ends into I-75/85 SB) is questionable and should be further evaluated

Regulatory

- Design variances possibly needed if load-bearing members reduce the width of the existing shoulder
- It is not expected that any future widening considerations will be required on this project
- Air rights would be leased from the Federal Highway Administration (FHWA), negotiated through the Georgia Department of Transportation (GDOT), and would include a 30-day vacate clause





An inside view of Peachtree Green looking west towards a re-imagined Medical Arts Institute, a new signature hotel tower and the First United Methodist Church.

VISION PLAN

The Stitch

Despite significant redevelopment occurring in the adjacent urban centers, surface parking lots and underutilized buildings are pervasive all along the Connector and create a blighted gap separating the northern reaches of Downtown from south Midtown. In a potential future with a capped interstate, these blighted properties will be transformed into prime redevelopment opportunities as this gateway into Downtown is transformed into a welcoming, vibrant neighborhood.

A series of connective urban parks designed to integrate with new development sites will generate new connections and facilitate the expansion of Downtown through SoNo and into the Midtown and Old Fourth Ward communities. The resurgence of energy and charm will enhance growth opportunities and quality of life in Downtown Atlanta.

As the premier address in Atlanta, Peachtree Street needs a cohesive, positive link to Downtown. To accomplish this, the existing gap will be filled with exciting, active urban spaces drawing people, events and new development. As the northern development edge of Downtown dissolves into dramatic open spaces and mixed-use communities, the decades-long resurgence of Downtown will only accelerate.

VISION PLAN OVERVIEW

24

History of the Connector

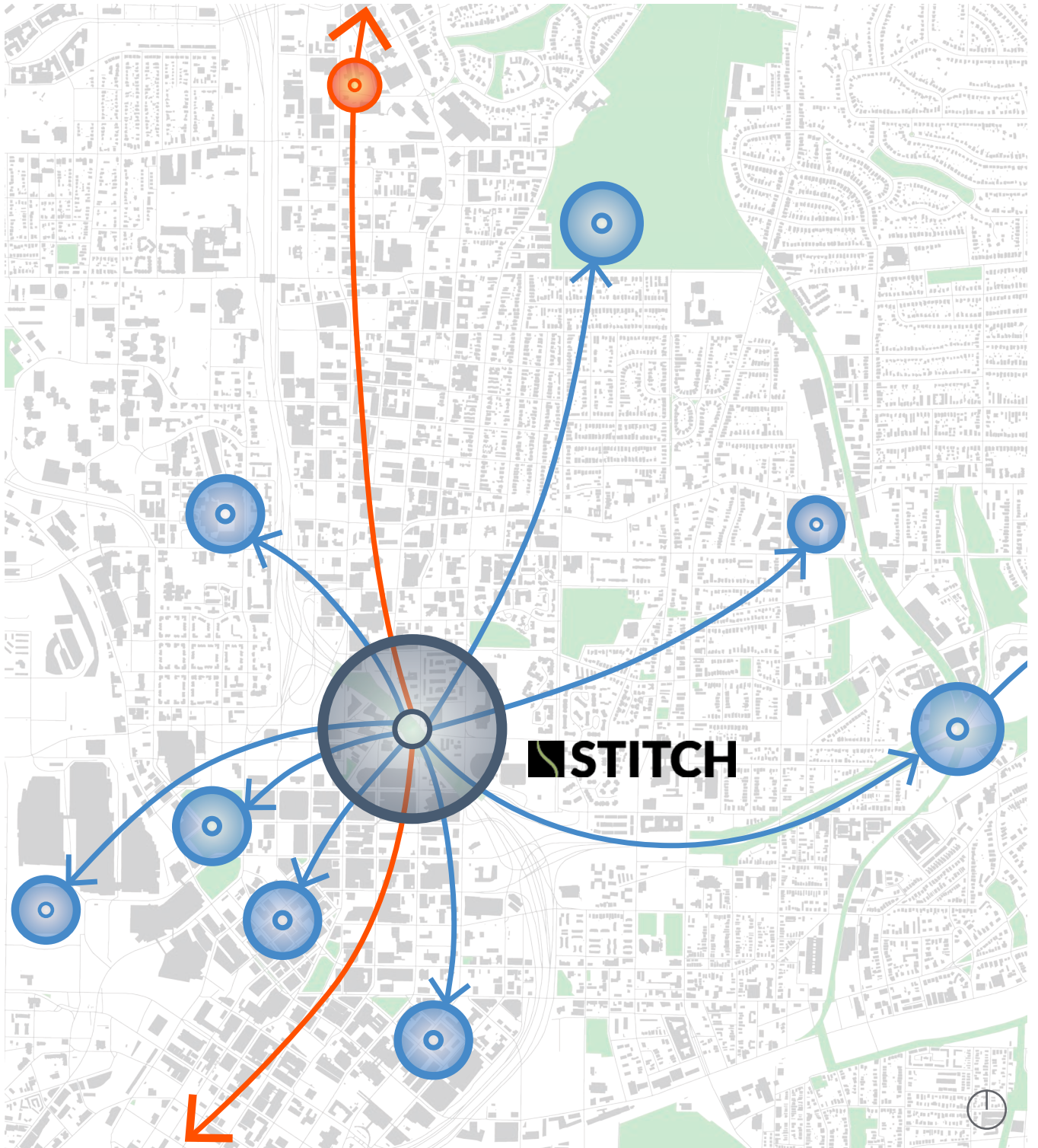
The initial construction of the I-75/85 Downtown Connector was completed in the early 1960s. The route avoided the existing business district, but resulted in a divide, cleaving neighborhoods and separating Downtown from adjacent communities. Opportunities for Downtown growth, already constrained by surrounding rail lines and concurrent construction of I-20, were limited as the Connector cut off expansion to the northeast. During the 1980s GDOT's "Freeing the Freeways" program expanded the Connector to accommodate greater traffic volumes. This expansion of asphalt further reduced developable land and surface crossings between Midtown and Downtown.

The winning bid for the 1996 Summer Olympic Games spurred the construction of Centennial Olympic Park and the redevelopment of Techwood Homes. This development marked a shift in Downtown growth to the west, allowing connection to the Georgia World Congress Center. Similarly, the growth of Georgia State University over the following decades aided in stabilizing Downtown development east of Courtland Street.

The Connector is an essential section of transportation infrastructure for Atlanta; however, the resultant divide in the urban fabric limits the capacity of Downtown to leverage physical connections with adjacent communities and business districts to guide growth toward livable and vibrant Downtown neighborhoods. The section of the Connector northeast of Downtown currently presents the greatest barrier to expansion and connectivity. This gap in connectivity presents an opportunity to envision creative solutions for "re-stitching" the urban fabric, realigning former street grids and fostering a sustainable urban future for Atlanta.



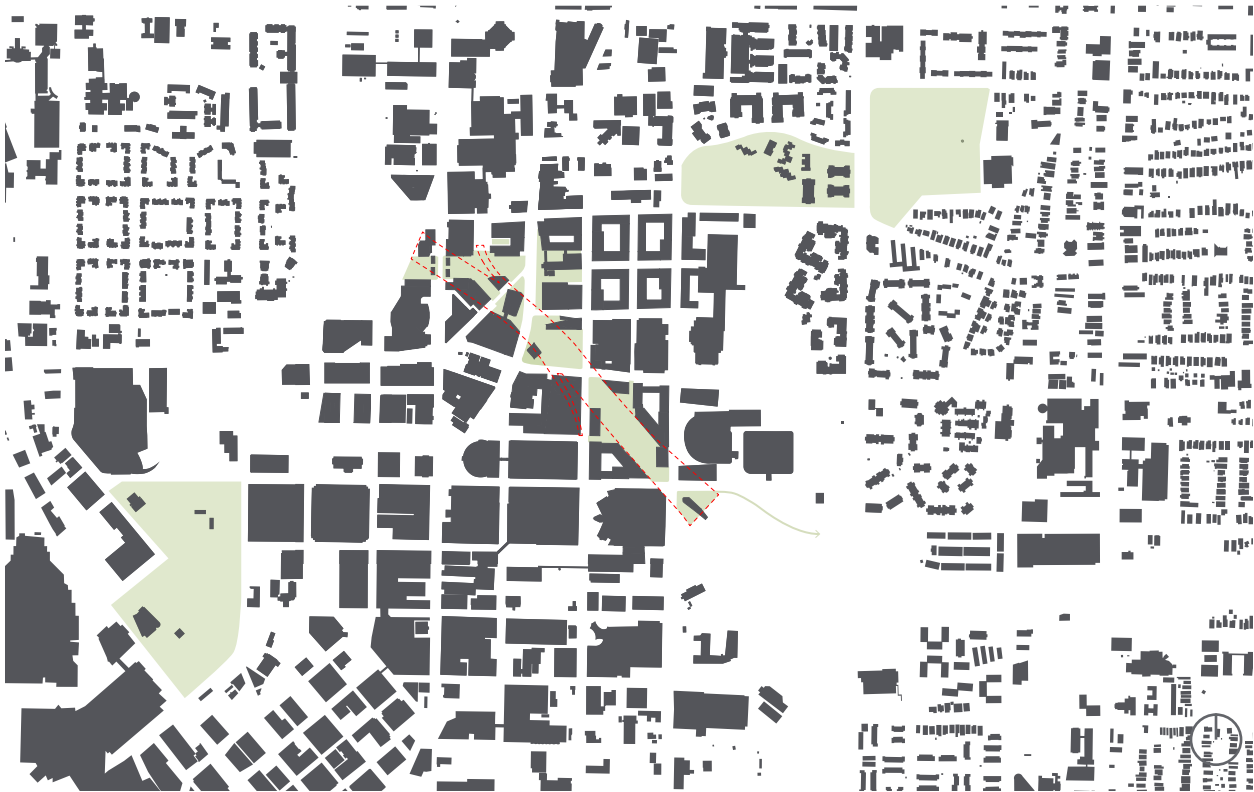
VISION PLAN OVERVIEW



The Center of Everything

The success of urban regeneration projects such as Dallas's Klyde Warren Park cannot be overestimated. The development value generated and civic pride fostered is tremendous. As Atlanta begins to look inward for creating value in overlooked districts, the opportunities are numerous. Currently, there are several concepts or locations in the city for building a similar vision. Each location has its positives, but the most transformative, connected and significant location is The Stitch.

The Stitch is the heart of Atlanta. This new neighborhood will give residents and visitors a chance to walk, bike or ride to Atlanta's premier destinations and attractions within minutes. By connecting the city grid and urban fabric across the Connector, the walk between Midtown and Downtown will be a pleasant one. The newfound charm and walkability will attract tourists and new residents, creating a boon for development currently awaiting the green light and large redevelopment projects like the Civic Center.



VISION PLAN THE STITCH

28

A New Downtown Neighborhood

The Stitch presents an unprecedented opportunity to apply principles of sustainable urban development, healthy places, performance planning and flexible, resilience planning toward the creation of a new Downtown Atlanta neighborhood. The application of these principles in the built environment will help citizens, entrepreneurs and consumers create value, foster commerce, generate jobs and protect the environment.

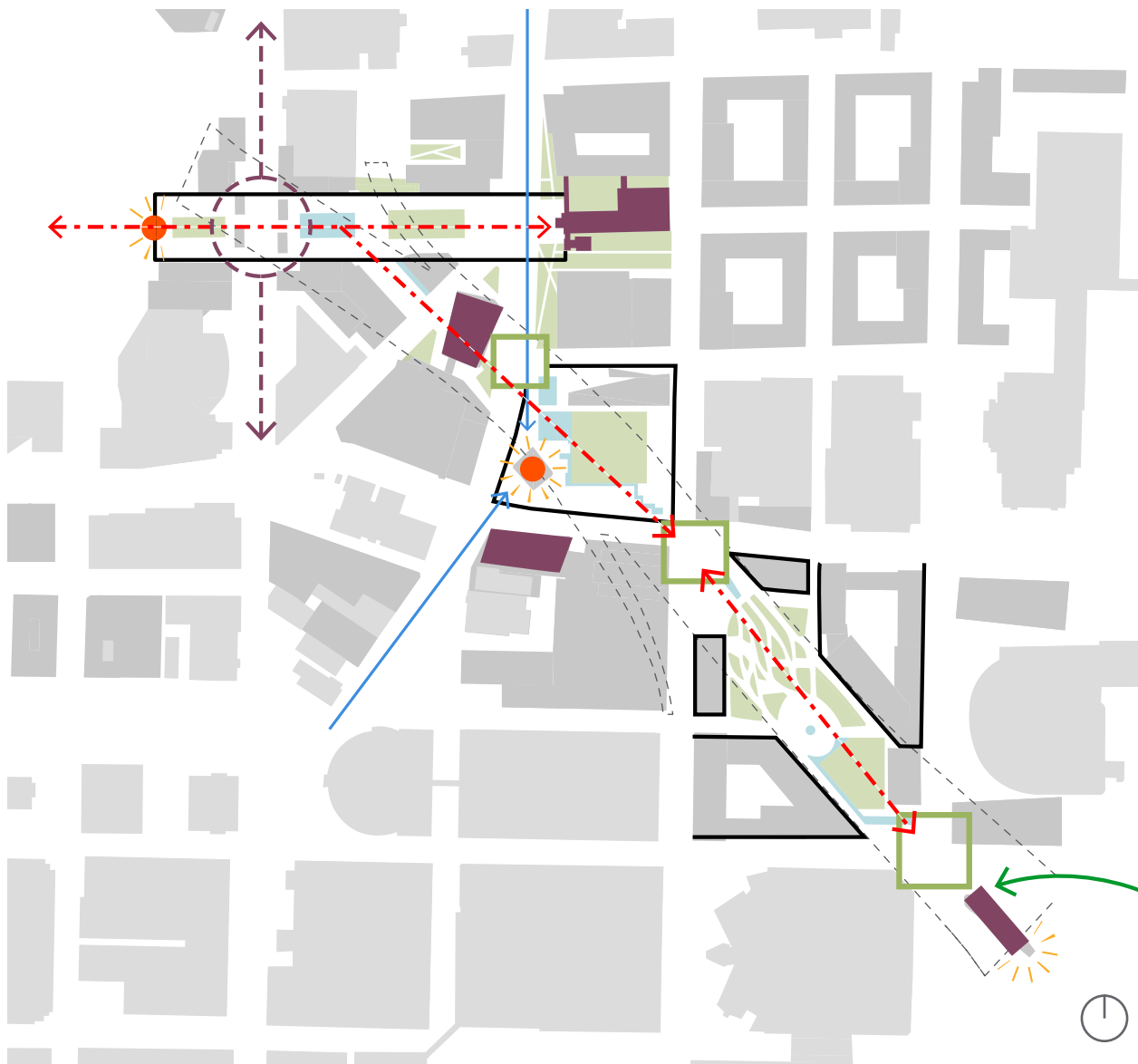
The new Downtown neighborhood of The Stitch reflects the new-again design philosophy of walkable, people-oriented urbanism supporting the ideals of healthy living and sustainable environments. The vision plan advocates a human-centered environment and conveys a spirit of balance between ecology, culture and economy. The plan envisions a program organized to reinforce the district's and Downtown's 24/7 activity and appeal to a diverse, growing population.

The growing cost of health care is a global mega-trend that impacts land use and transportation patterns. Well-being is emerging as a competitive advantage or disadvantage for cities. With this shift, market opportunities are developing and changing the way we design and build neighborhoods to support healthy living and vibrant economies. Well-planned urban neighborhoods like The Stitch achieve better health outcomes and human well-being through walkability, meaningful open space and broad access to community amenities.



A Series of Spaces

At approximately 14 acres, the cap or redevelopment platform is nearly 3 times the size of the similarly situated Klyde Warren Park in Dallas, Texas. For this reason, the vision plan's approach creates a series of right-sized, connected spaces that reconnect Downtown's urban fabric across the divide. Each space has a unique character and treatment based upon its primary role as an urban transit plaza, central green or mixed-use neighborhood park. The concept diagram for The Stitch also takes a traditional civic, yet novel approach by placing St. Luke's Episcopal Church at the head of the table on the northernmost space, named Emory Square.



VISION PLAN THE STITCH Illustrative Plan

30

Through a combination of air rights development and highway deck park spaces, the vision for The Stitch takes shape. The project will leverage current and future investments in transit and infrastructure to create a well-connected and desirable new urban neighborhood.



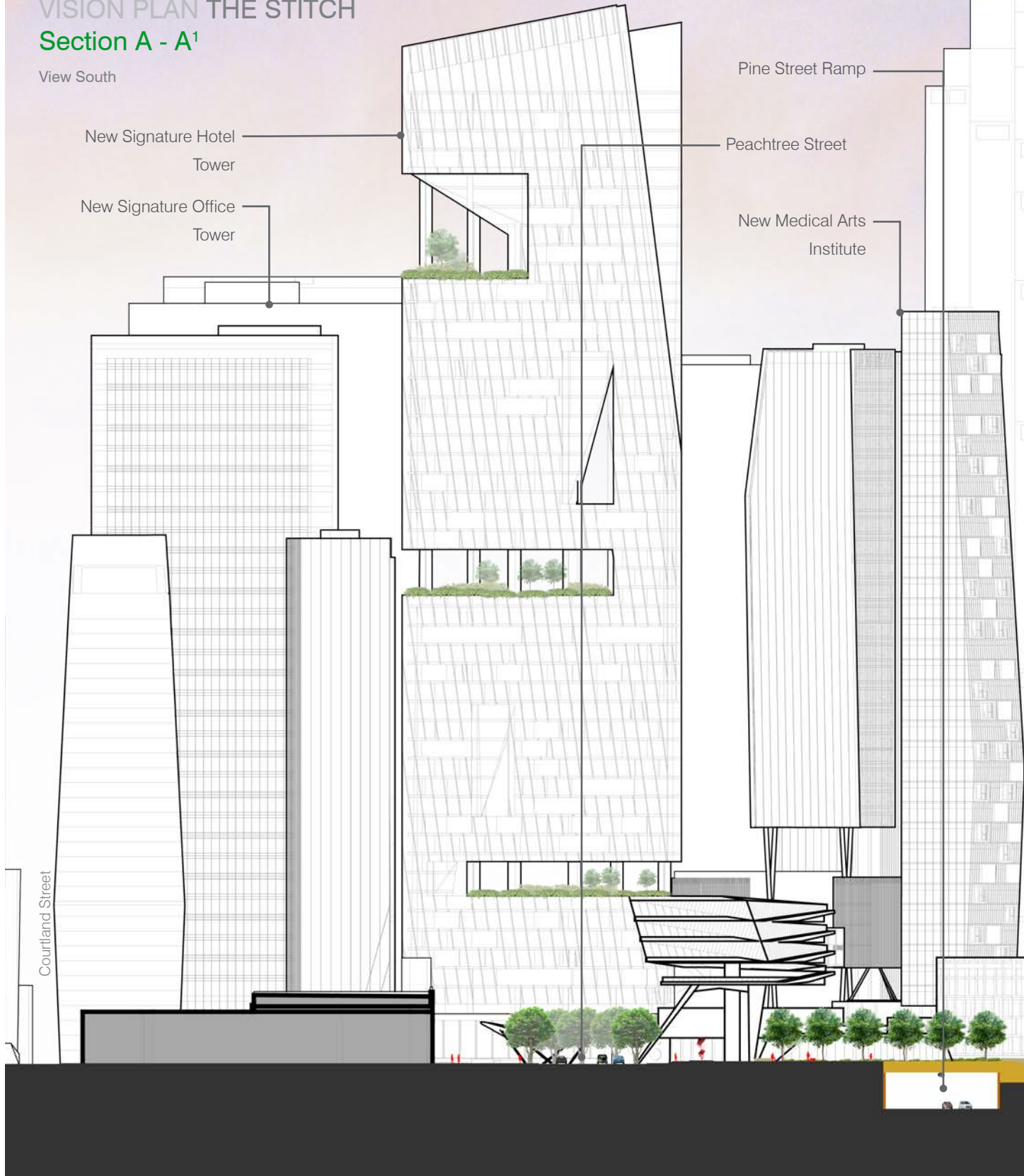


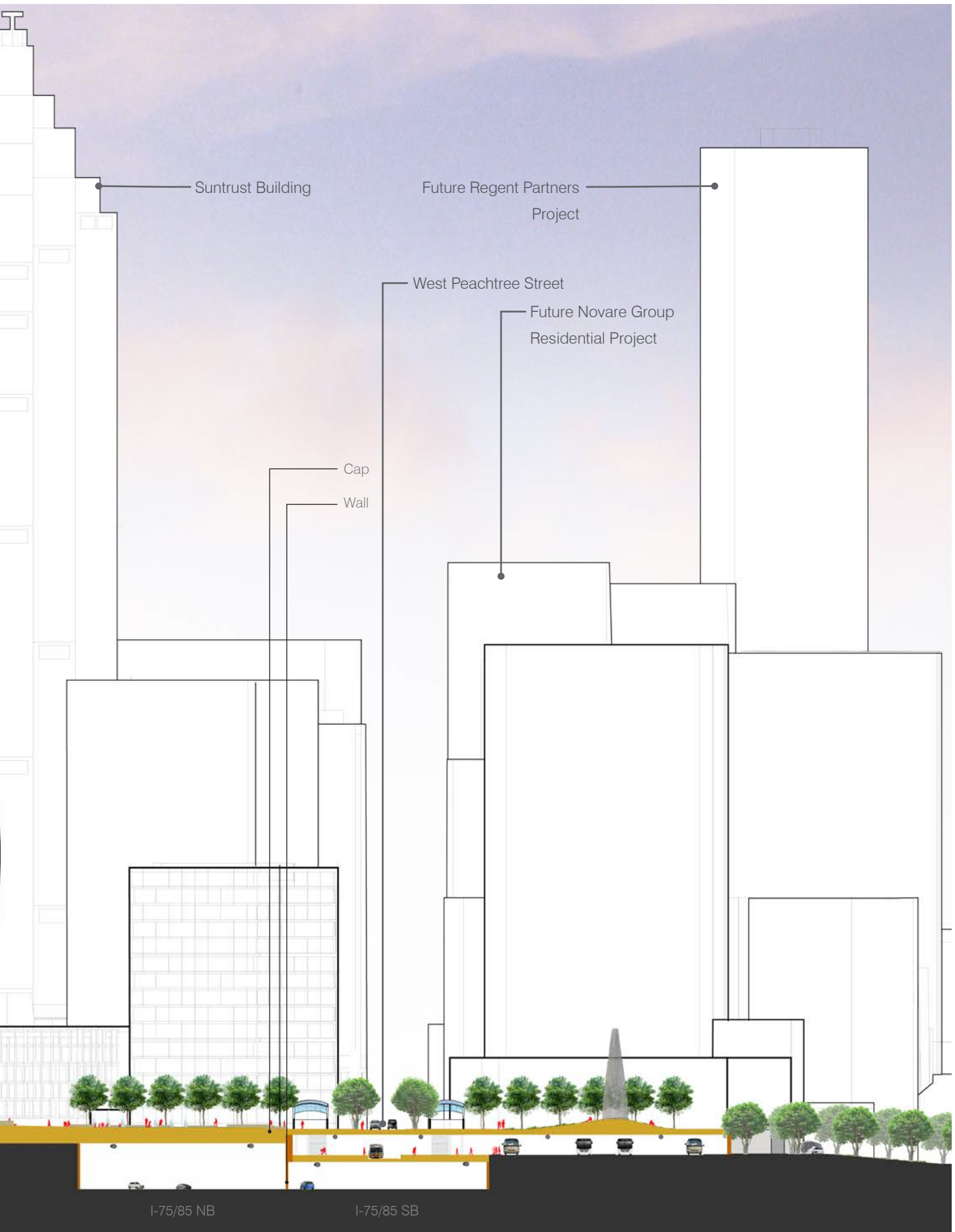
VISION PLAN THE STITCH

Section A - A¹

View South

32



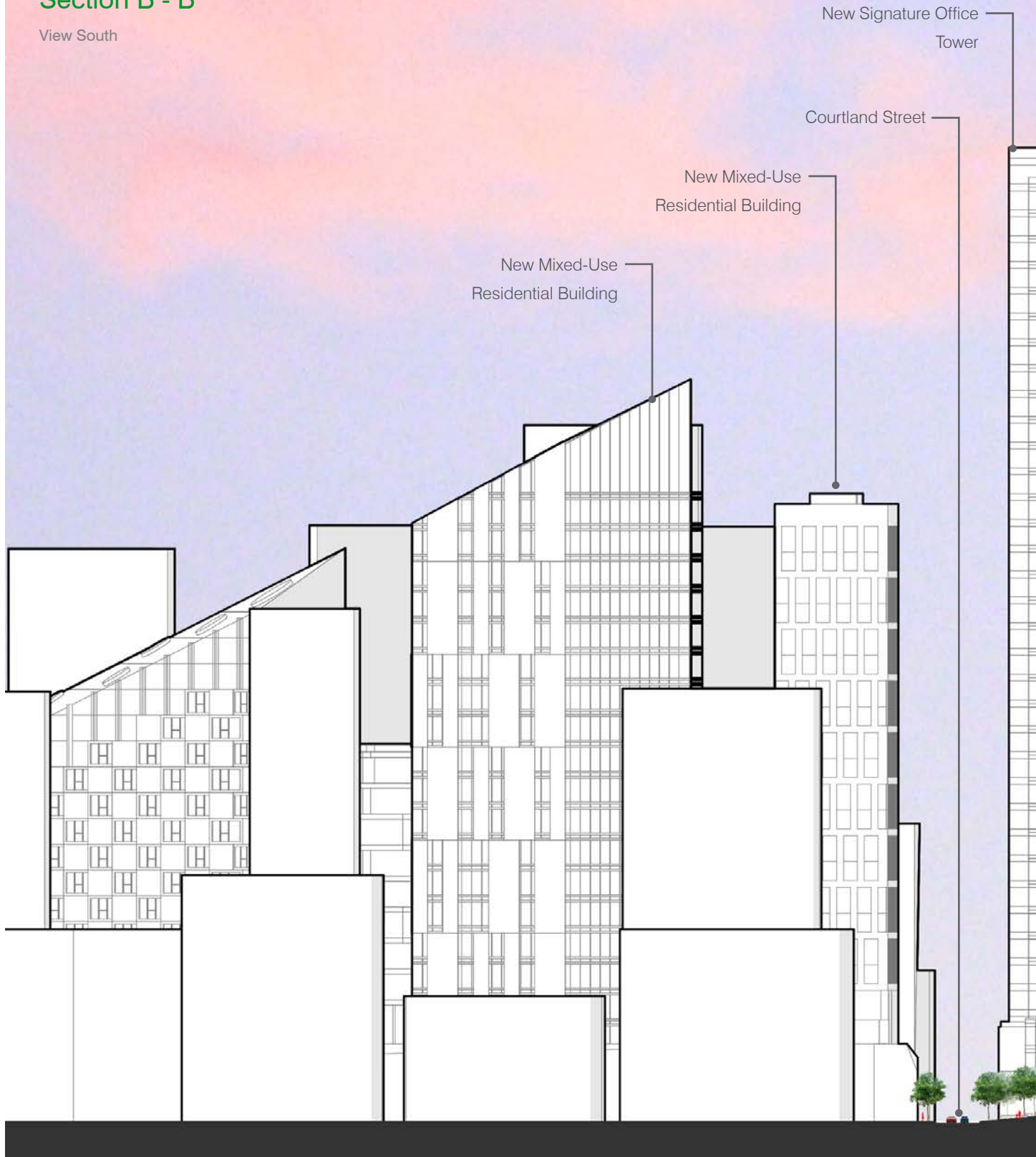


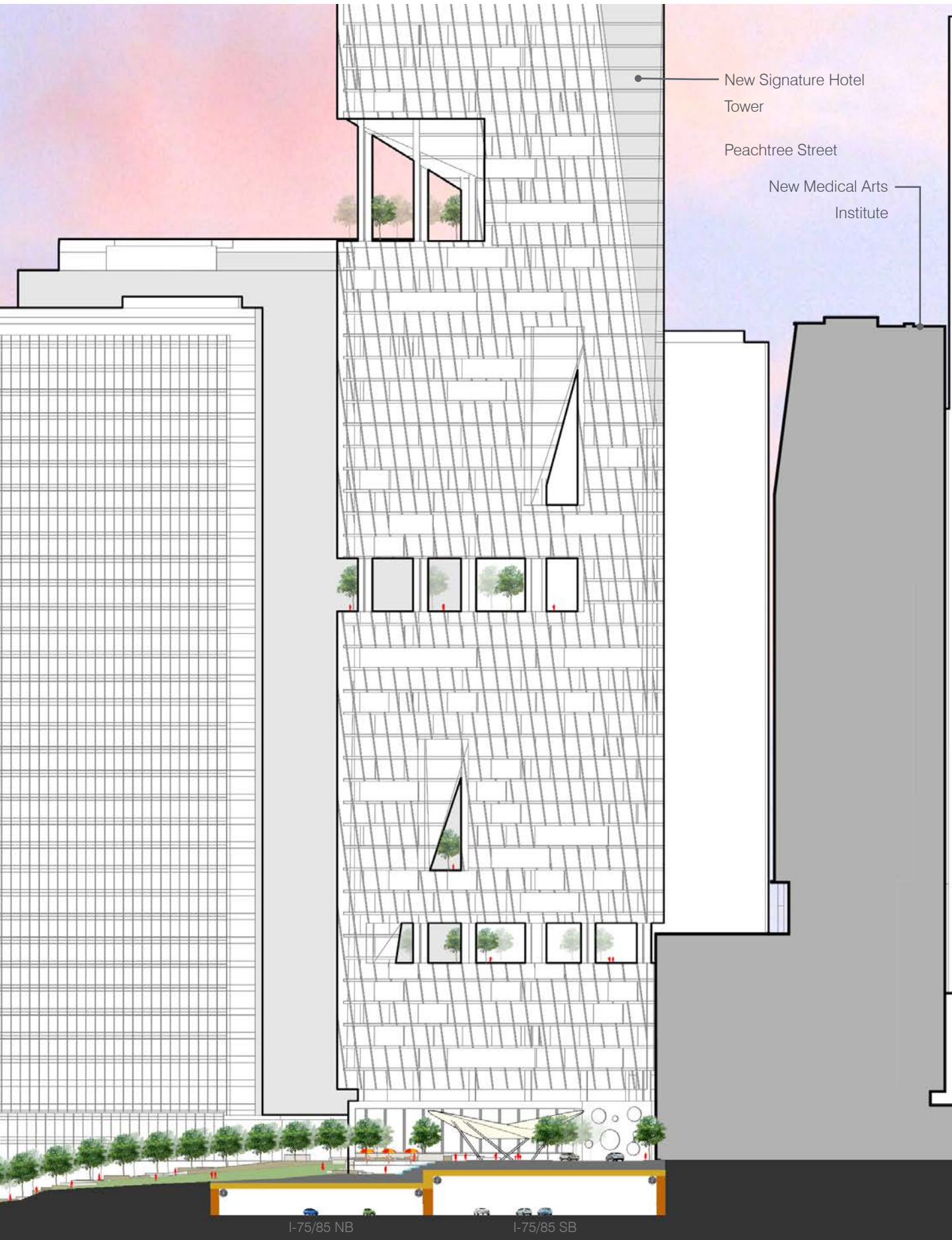
VISION PLAN THE STITCH

Section B - B'

View South

34





New Signature Hotel
Tower

Peachtree Street

New Medical Arts
Institute

35

I-75/85 NB

I-75/85 SB

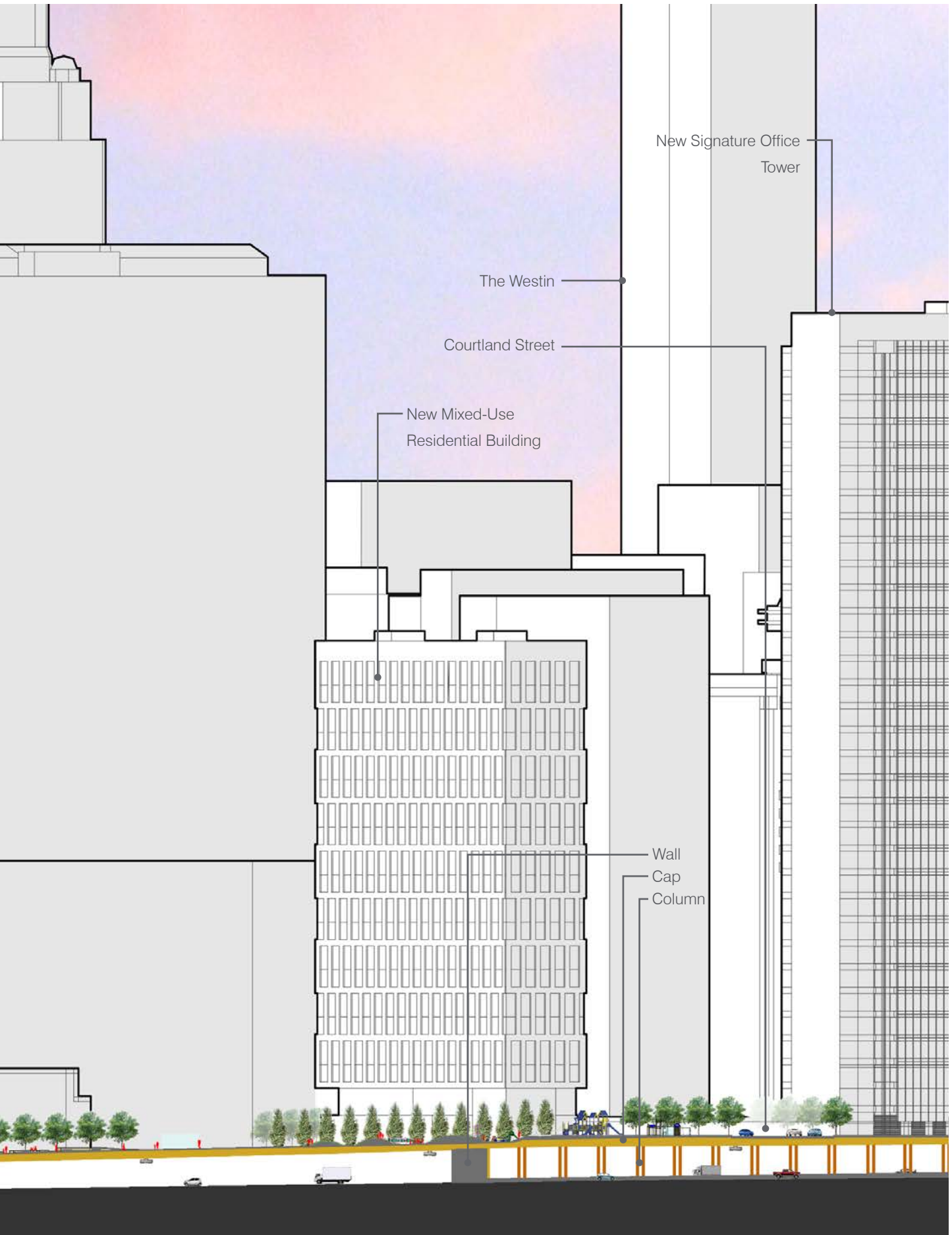
VISION PLAN THE STITCH

Section C - C¹

View Southwest

36





New Signature Office
Tower

The Westin

Courtland Street

New Mixed-Use
Residential Building

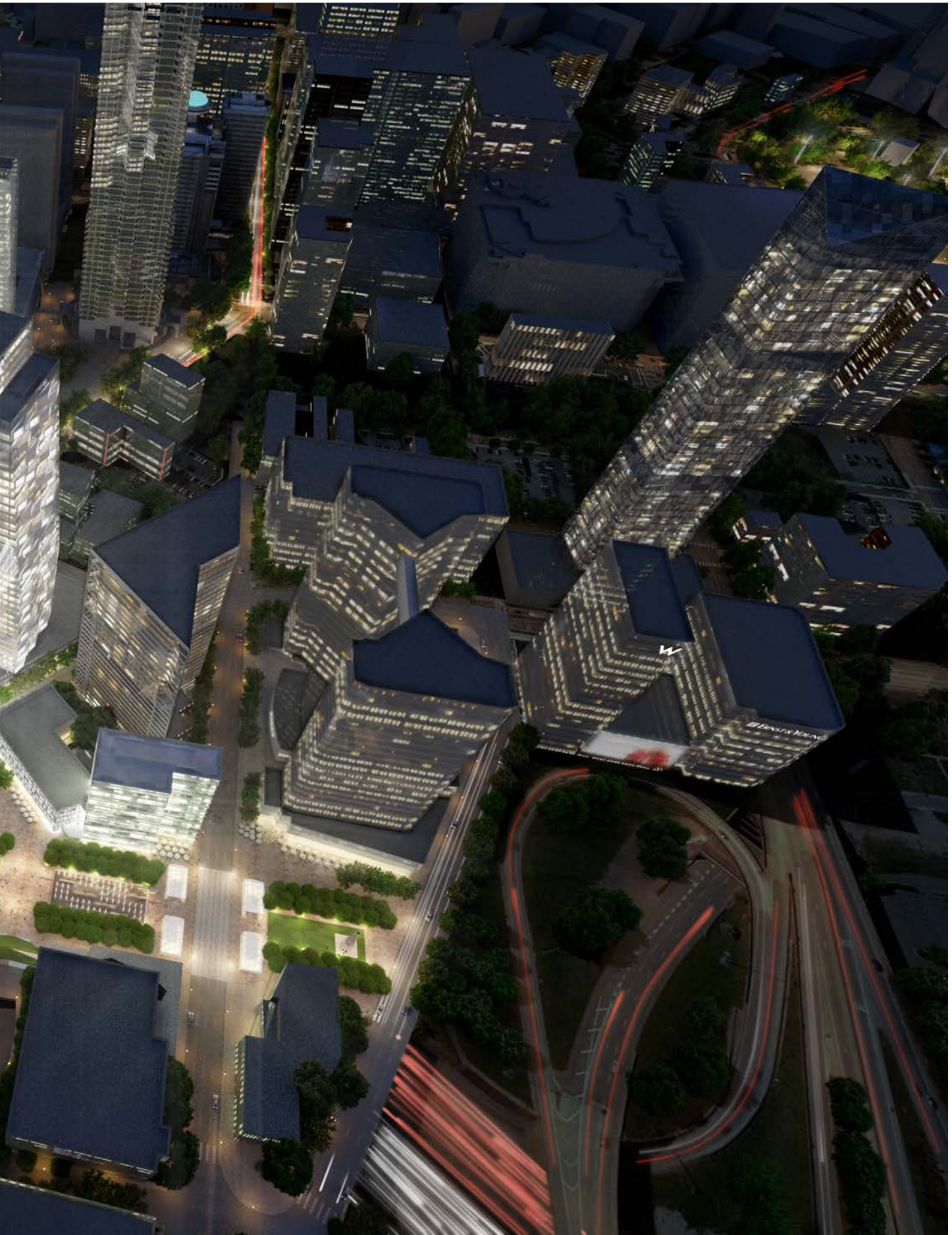
Wall
Cap
Column

VISION PLAN THE STITCH

38



Aerial view of The Stitch. Emory Plaza in the foreground, looking south across Peachtree Green, toward Energy Park and the Freedom Parkway Interchange



VISION PLAN

Character Zones

40

The framework for The Stitch is organized into three discreet areas or character zones. Each zone corresponds with a form-giving open space: Emory Square, Peachtree Green and Energy Park. The zones will be programmed with a variety of uses, and each one will establish its own sense of place through the character of the public spaces, the distinct manipulation of building form and the theme of the program elements.



Emory Square

Like Millennium Park's Crown Fountain in Chicago, Emory Square is the dynamic urban plaza of The Stitch. A linear urban space connecting the district with transit and on axis with St. Luke's Episcopal Church. Emory Square is traditional in its straightforward organization, yet modern in its use, character and urban elements.



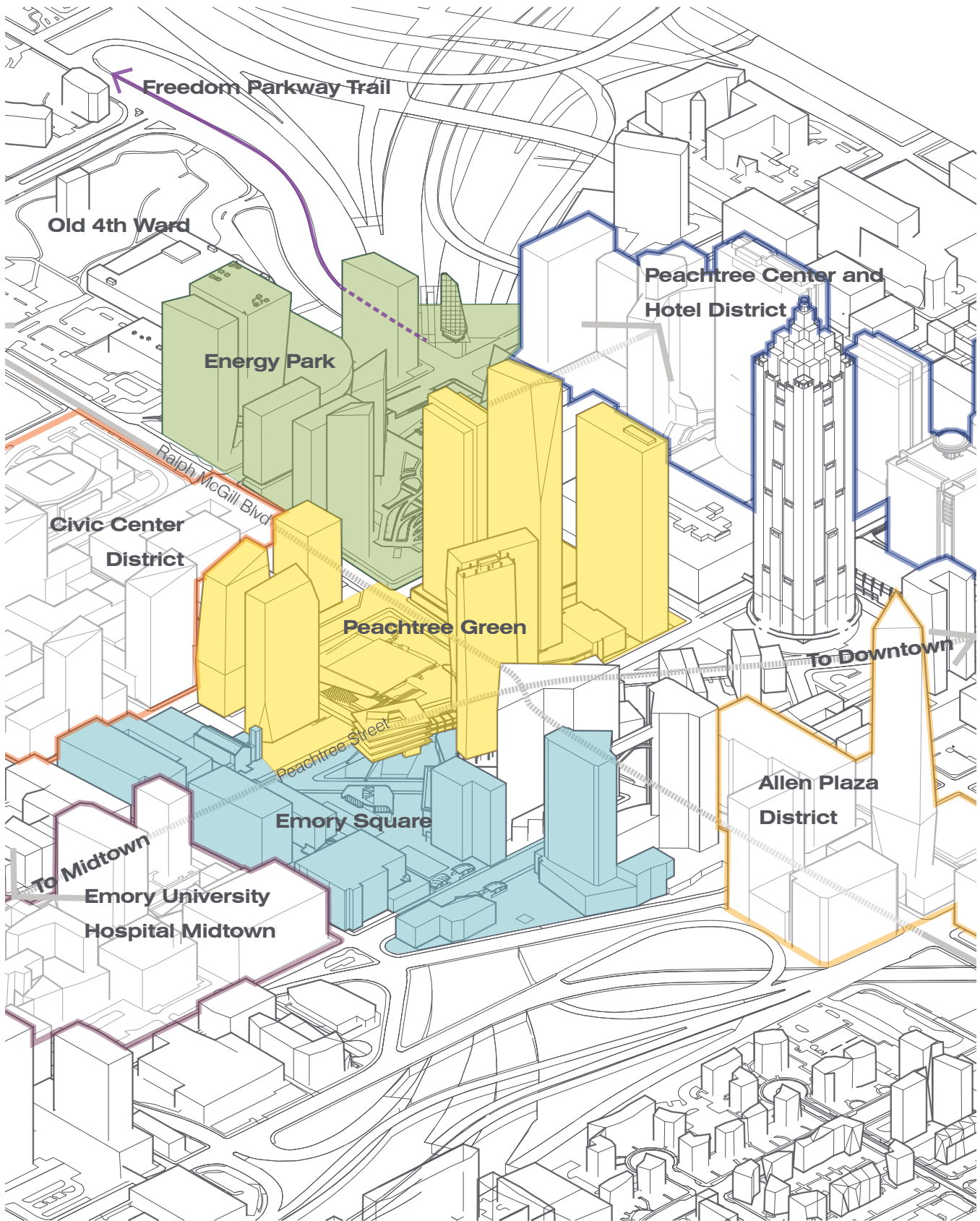
Peachtree Green

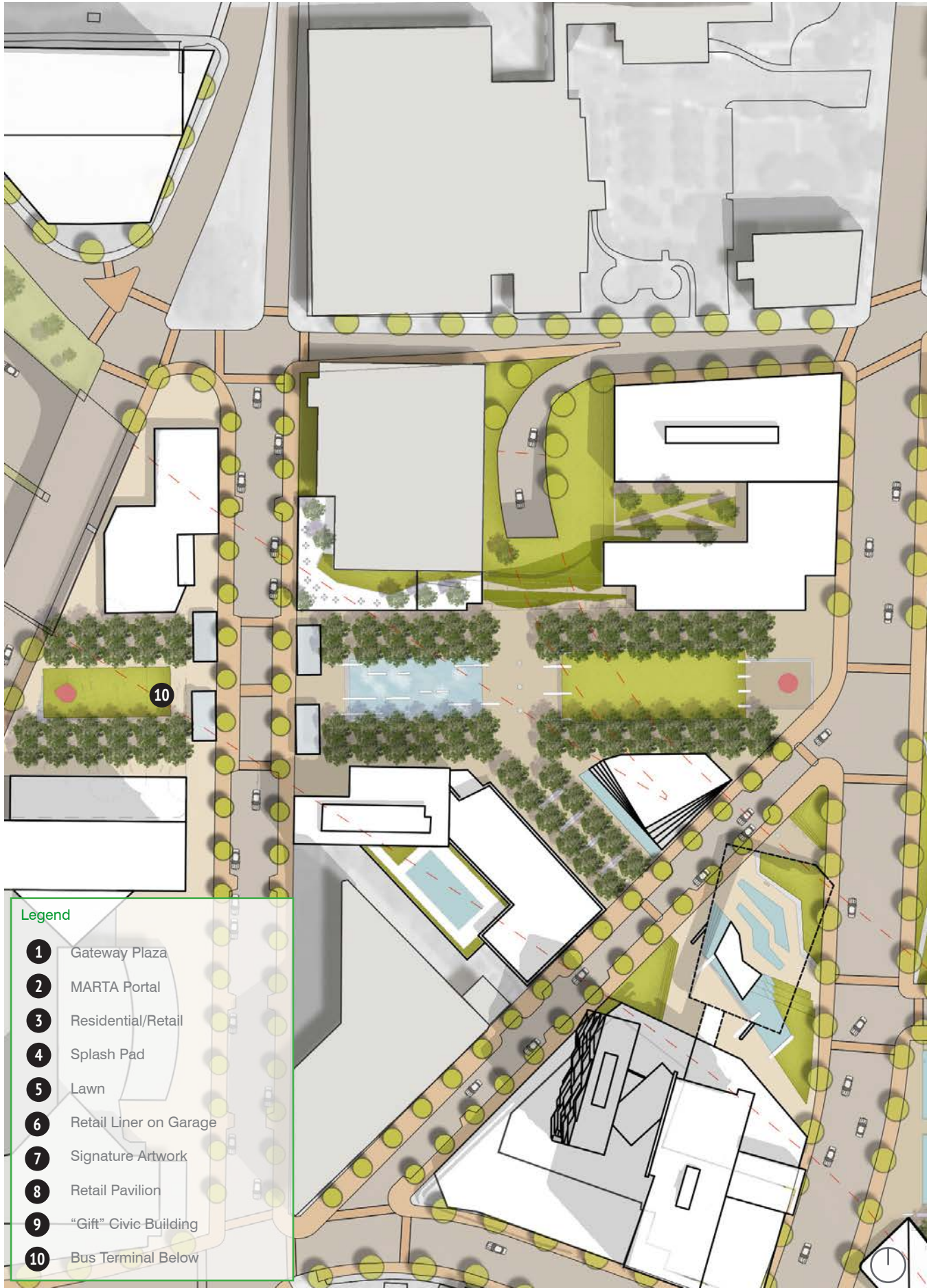
Similar to Bryant Park in New York City, Peachtree Green is the beating cultural heart of The Stitch. A modern town green resplendent with a mix of program elements to anchor the space with activity and vibrancy. The 3 acres of urban space creates a new prominent address on Atlanta's main street.



Energy Park

Energy Park is The Stitch's front yard. Like Governor's Island in New York City, Energy Park is the playful, relaxing, urban strolling park for The Stitch. The park connects Old 4th Ward, the Civic Center District, Georgia Power and the Hotel District to shopping, children's play, dog parks, flexible performance spaces, lawns and colorful gardens.





Legend

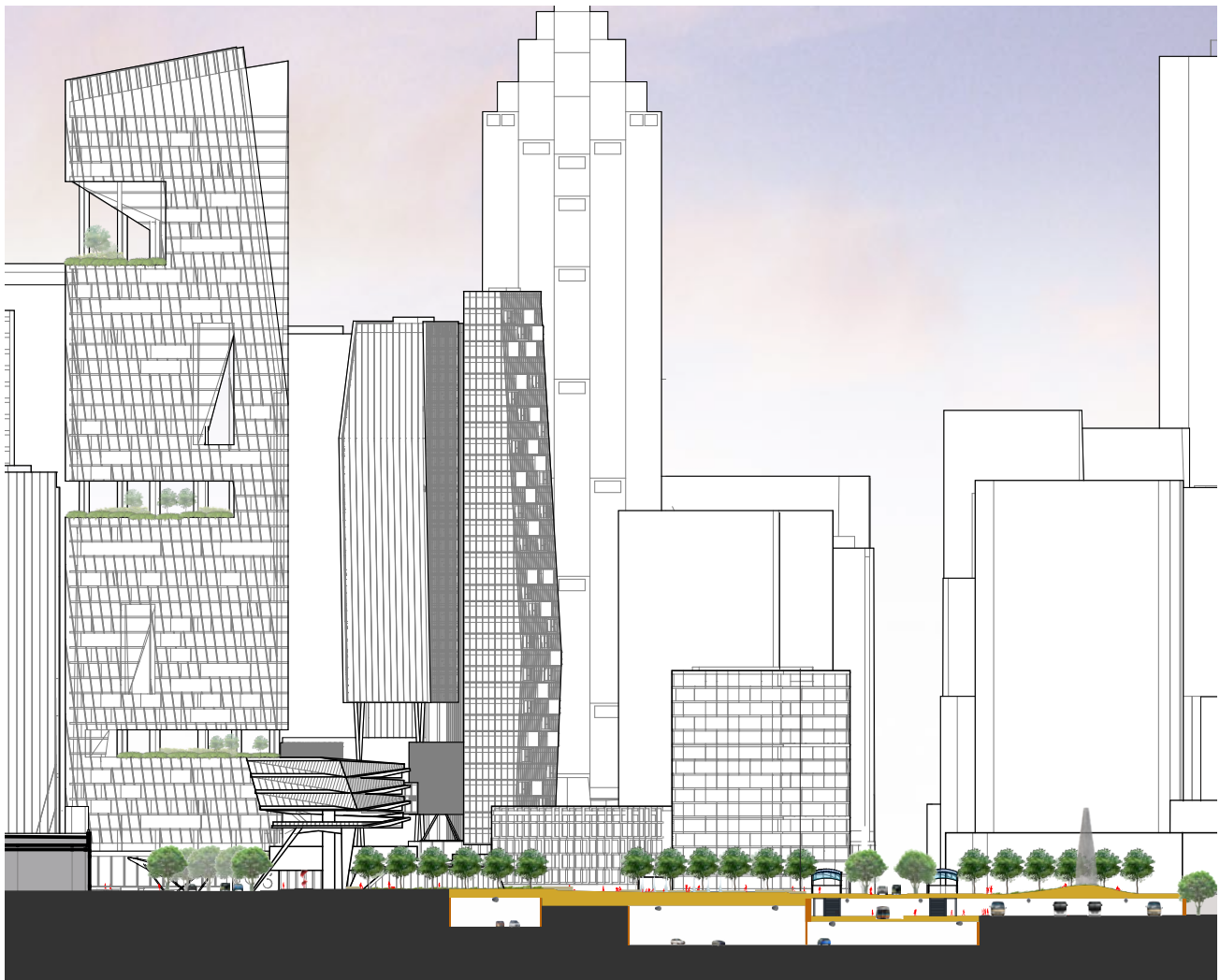
- 1 Gateway Plaza
- 2 MARTA Portal
- 3 Residential/Retail
- 4 Splash Pad
- 5 Lawn
- 6 Retail Liner on Garage
- 7 Signature Artwork
- 8 Retail Pavilion
- 9 "Gift" Civic Building
- 10 Bus Terminal Below

Emory Square

When the Connector's swath of urban clearing and asphalt pour are complete in the 1960s, few stewards remained in the district south of North Avenue. However, St. Luke's Episcopal Church remained a steadfast advocate for Downtown and its constituency. The Stitch concept gives St. Luke's a visible, axial seat at the head of the new Emory Square. The zone's name was given in reference to another steward of the district, Emory University Hospital Midtown. The hospital's future growth plans, including a "Medical Arts Institute" project and a civic "Gift" building for public use, drive the concept of Emory Square. This space diminishes the perceived distance between Georgia Tech and Georgia State, each merely blocks away.

43

A re-imagined and renamed Emory Square MARTA station, with its bunker-like top removed, will allow for porosity and movement across the Square from the front door of St. Luke's to an iconic gateway transit plaza set above a regional bus terminal. Water features, artwork and shaded walks will make this a pleasant part of the residents' commute and inspire visitors to live in Atlanta.

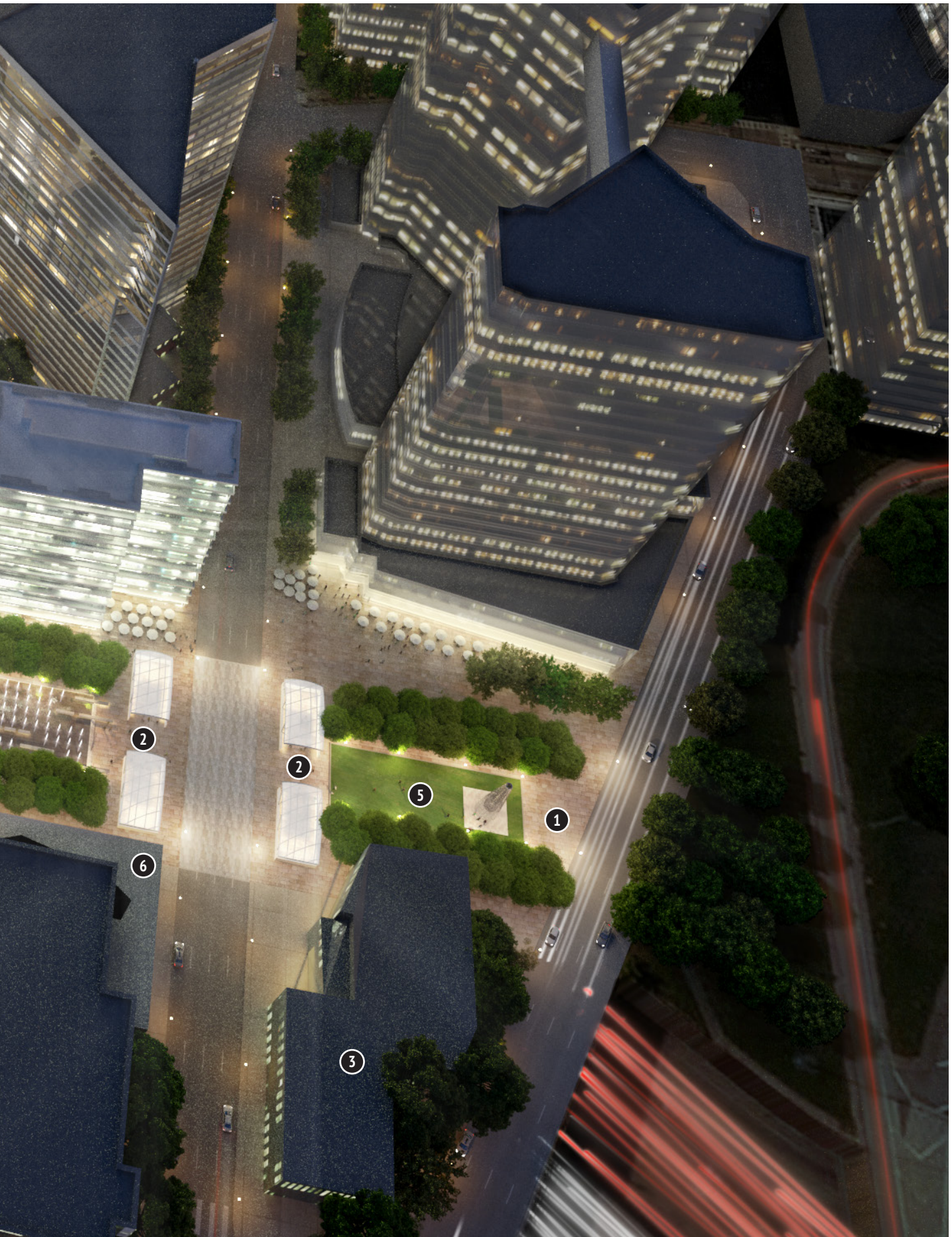


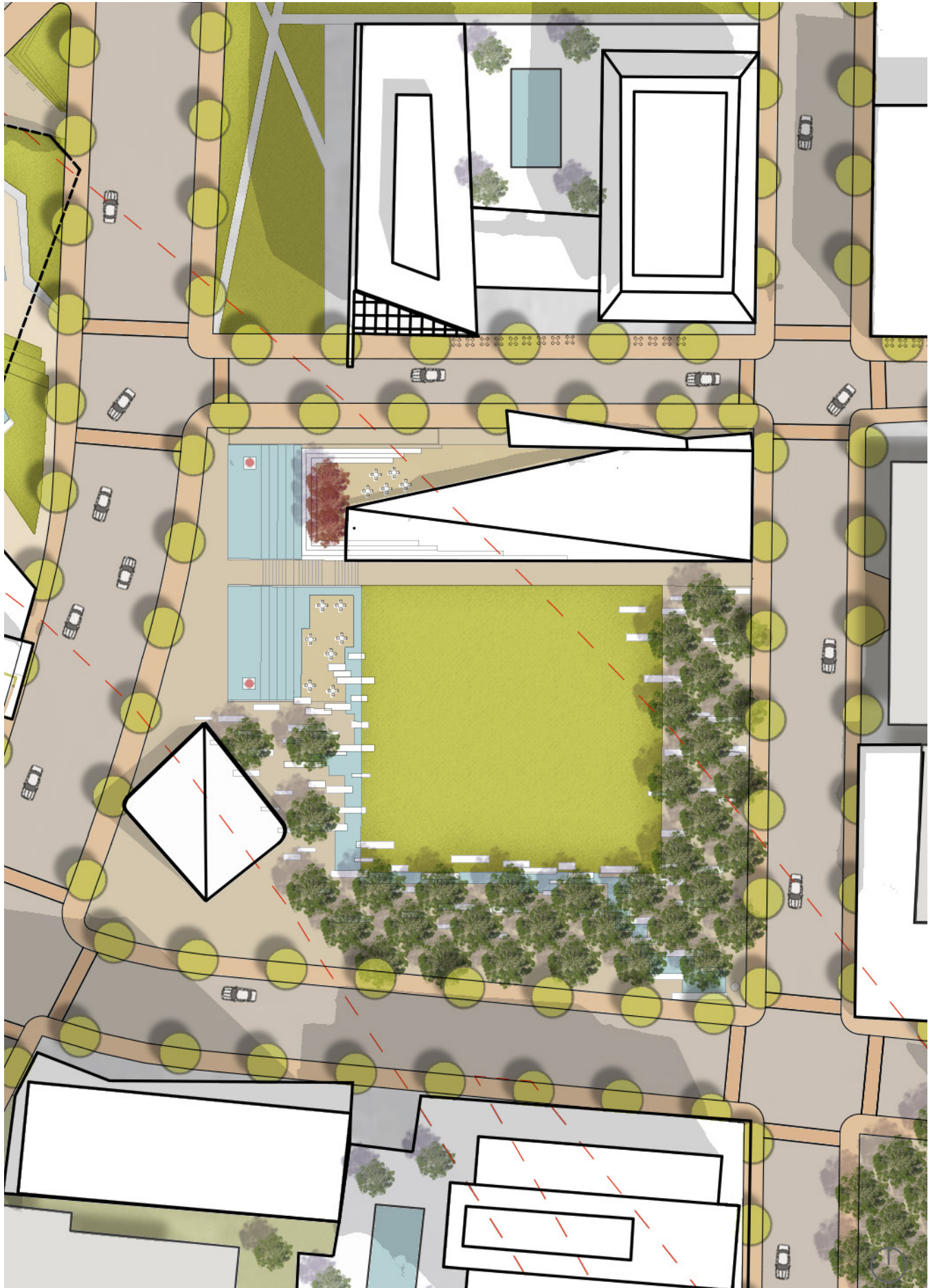


Legend

- ① Gateway Plaza
- ② MARTA Portal
- ③ Residential/Retail
- ④ Splash Pad
- ⑤ Lawn
- ⑥ Retail Liner on Garage
- ⑦ Signature Artwork
- ⑧ Retail Pavilion
- ⑨ The "Gift" Civic Building

Aerial view of Emory Plaza (south)





Peachtree Green

The green remnant that is Mayor's Park is currently an unwelcoming and unusable wedge of open space. An interstate cap (studied in this area over the years), and the reintroduction of disconnected streets can transform this space into an idyllic 3-acre town green. With Alexander Street, Currier Street and Courtland/Piedmont returned to two-way travel, Peachtree Green can be engaged on all sides by active, street-facing development. This new town green will be highly visible due to its location along Peachtree Street, serving as a key location for events.

47

Peachtree Green will have active program elements on all four corners including engaging water features, making it a lively and colorful urban space. A restaurant and cafe with a rooftop terrace and flexible pavilion space for markets and art shows brings activity and enjoyment. There is also an opportunity to create an art walk along the length of The Stitch crescendoing at the Green with a "Mayor's Walk" and civic heroes memorial.



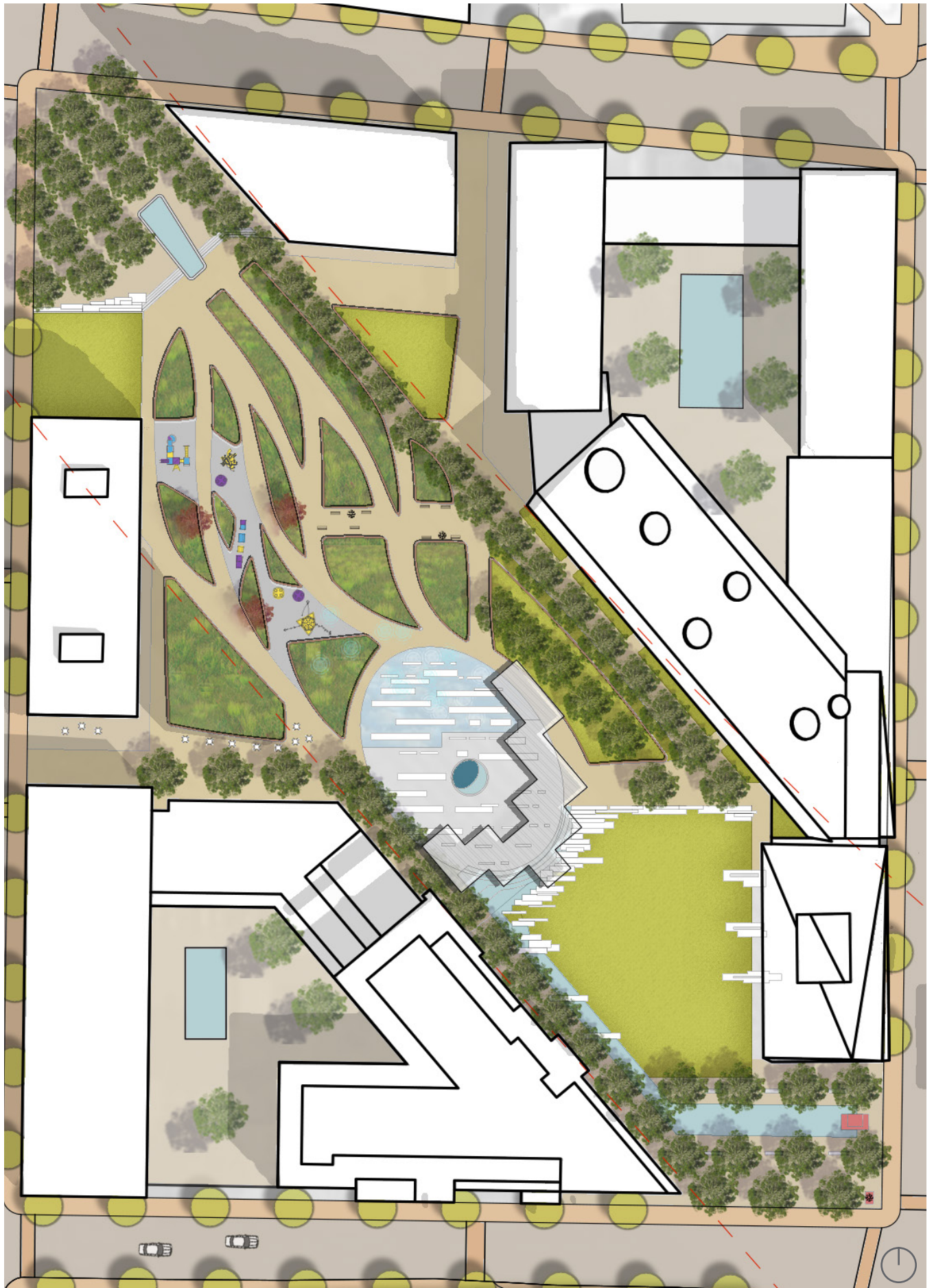


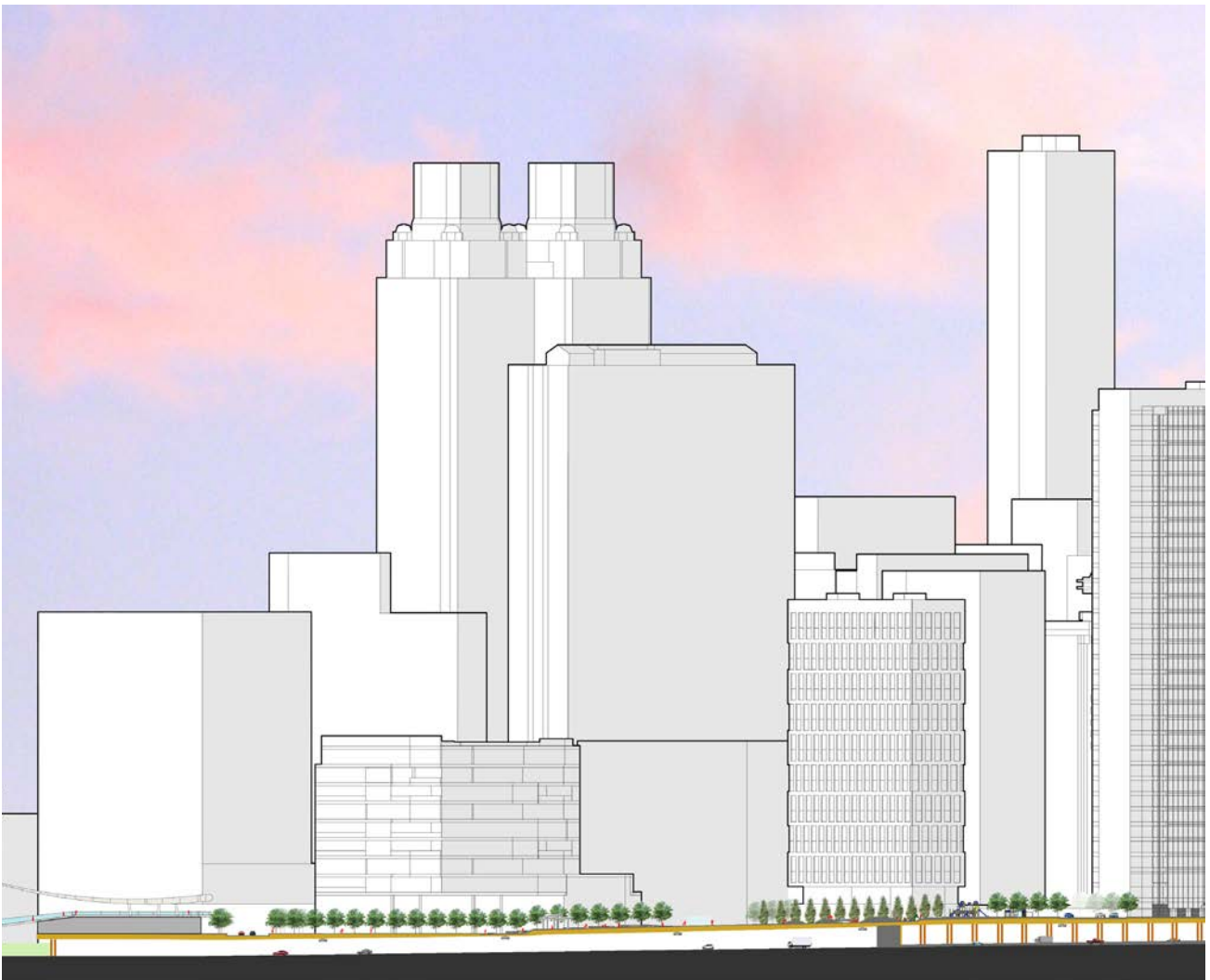
Legend

- ① Central Lawn
- ② Iconic Pavilion
- ③ Cascading Water Feature
- ④ Roof Terrace
- ⑤ Cafe/Restaurant
- ⑥ Grove/Mayor's Walk
- ⑦ Public Artwork
- ⑧ Signature Hotel Tower
- ⑨ Signature Office Building

View south across Peachtree Green toward two signature hotel and office towers







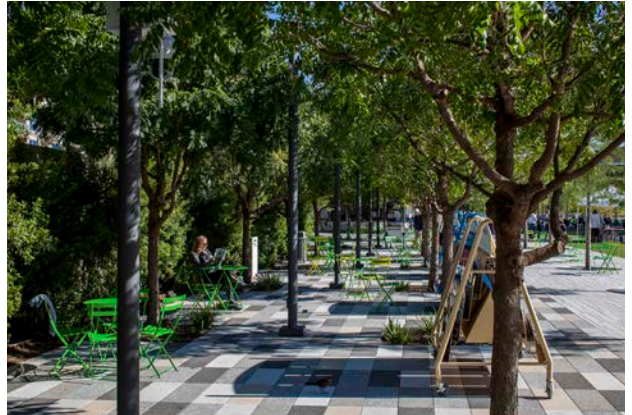


Legend

- ① Dog Park
- ② District Playground
- ③ Perennial Garden Walk
- ④ Splash Pad
- ⑤ Architectural Trellis
- ⑥ The Falls + Shoals Water Feature
- ⑦ Great Lawn
- ⑧ Flex-use Pavilion + Incubator
- ⑨ Promenade

View northwest across Energy Park toward Peachtree Green





Klyde Warren Park unifies and activates a previously divided area in Dallas, Texas

VISION PLAN

Activation

The Stitch's redevelopment platform is nearly three times the size of the similarly situated Klyde Warren Park. For this reason, the vision plan creates a series of right-sized, connected spaces that reconnect Downtown's urban fabric across the divide to Midtown. Three spaces similar in size to those envisioned in The Stitch are Dilworth Plaza in Philadelphia, PA, Guthrie Green in Tulsa, OK, and Klyde Warren Park in Dallas, TX.

55

Each space in The Stitch has a unique character and treatment based upon its primary role as an urban transit plaza, central green or mixed-use neighborhood park. The Stitch is designed to become an active and integral part of the community by connecting place with human emotions, behavior, patterns, aspirations and thought. This is done by the integration of three categories of activation: food and entertainment, art and commemoration, and water and play.



VISION PLAN ACTIVATION

56

Activation of space with food and entertainment is integrated with art and commemoration and water and play to create a dynamic system of spaces connecting community members with one another. Successful examples of such activation inspired the organization of the vision.

The vision for The Stitch celebrates art as a connective series of displays throughout the development. It incorporates permanent art and opportunities for rotating exhibits into spaces strongly defined by architectural elements. This includes redeployment of the folk art currently located on intersection aprons throughout the site. Key “totems” and singularly significant moments of these installations should be relocated along The Stitch’s art walk.

The following pages indicate potential locations for activities described by precedent imagery of similar world class urban places.

Food and Entertainment Precedents

Guthrie Green - Tulsa, OK



Savor Gastropub Klyde Warren Park - Dallas, TX



Centennial Olympic Park - Atlanta, GA



Shake Shack Bryant Park - New York, NY



VISION PLAN ACTIVATION

Art and Commemoration Precedents

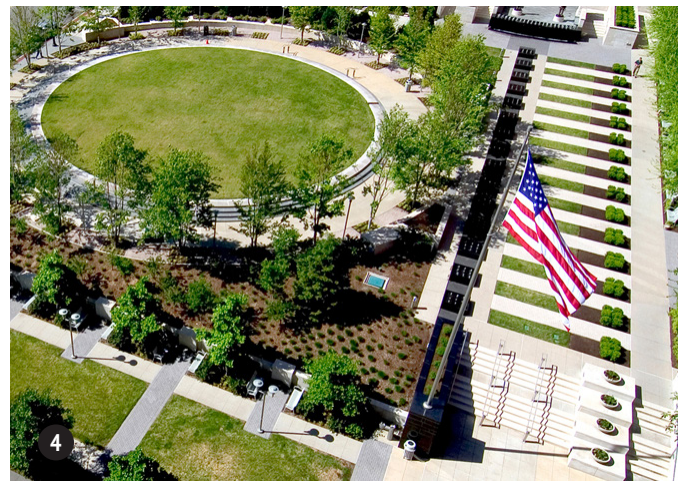
Franklin Delano Roosevelt Memorial - Washington, DC



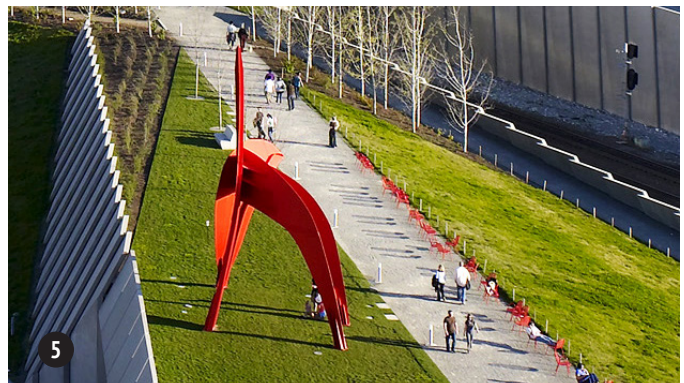
City Garden - St. Louis, MO



St Louis County Memorial Plaza - St Louis, MO



Museum of Modern Art - Forth Worth, TX



Olympic Sculpture Park - Seattle, WA



VISION PLAN ACTIVATION

60

Water and Play Precedents

Digital Water Pavilion - Zaragoza, ESP



Dilworth Plaza - Philadelphia, PA



Klyde Warren Park - Dallas, TX



Schouwburgplein - Rotterdam, NLD



Klyde Warren Park - Dallas, TX



VISION PLAN

Operations

62

Programming is a key element in park design and operation. During design, programming determines the best way to organize the spaces and maximize their uses. Once the parks are operational, programming is critical to maintaining the facility and continuing to attract and manage activity.

Planning

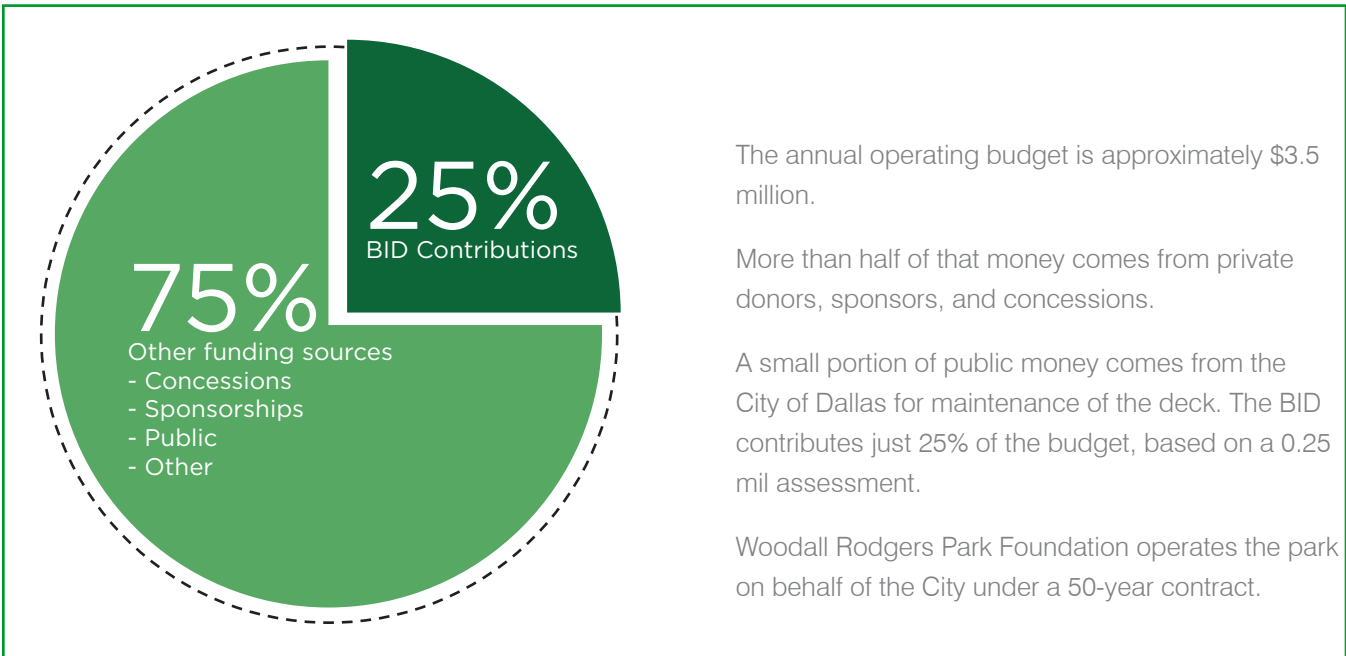
- By the nature of their location, urban parks must be designed with a high degree of flexibility in mind. The demographics of users can change rapidly throughout the day, the season and from year to year. The parks must be able to adapt to these changes.
- The ability to host special events is an important feature of urban parks, for these bring varied crowds together and create recognition for the space. These events can be concerts, festivals, races or any number of other activities.
- The parks must be designed for sustainability, both in terms of managing natural resources and also for long-term durability.

For The Stitch vision, several programming options were studied before selecting one approach that is both aesthetically dramatic and flexible, with a hierarchy of spatial relationships and connections.

Operations

- The parks should be viewed and operated as a major venue. They will provide important green space, but safety, maintenance, events and operations will be key to future revenues for the parks and benefits to the surrounding community.
- Both Klyde Warren and Bryant Parks are privately managed through agreements with their respective cities. Atlanta BeltLine, Inc. is responsible for building and managing the BeltLine parks and facilitating private development in the BeltLine Tax Allocation District. Millennium Park is managed by the City of Chicago, but does not have the flexibility of use that Bryant and Klyde Warren afford.
- Security, maintenance, scheduling and general management must be a dedicated operation ready to respond quickly if needed.
- All parks have multiple income sources including festivals, concerts, vendors, and special occasions. This income does not fully support park operation, but does make a significant contribution. Other income sources include assessments, sponsorships and public funding.

Klyde Warren Park (Dallas, TX) Example



The trend for similar successful parks is toward the private operator model



Full City Control	Non-Profit Contributor	Joint Venture	Private/NPO Operator
<p>City parks department owns, operates, and manages the park.</p> <p>This can be a low cost alternative but funding and staff constraints may prove problematic.</p>	<p>Non-profit provides certain park services and provides some financial support to city operator. (BeltLine, Millennium Park).</p>	<p>City and non-profit share responsibility for park management.</p> <p>This is a fairly predictable and mutually beneficial approach but issues of control may emerge. (Forest Park St. Louis)</p>	<p>City owns and non-profit manages the park on contract.</p> <p>This approach can deliver the strongest park experience though revenue may be uncertain from year to year. (Bryant Park, Klyde Warren Park, Discovery Green).</p>

VISION PLAN OPERATIONS

64

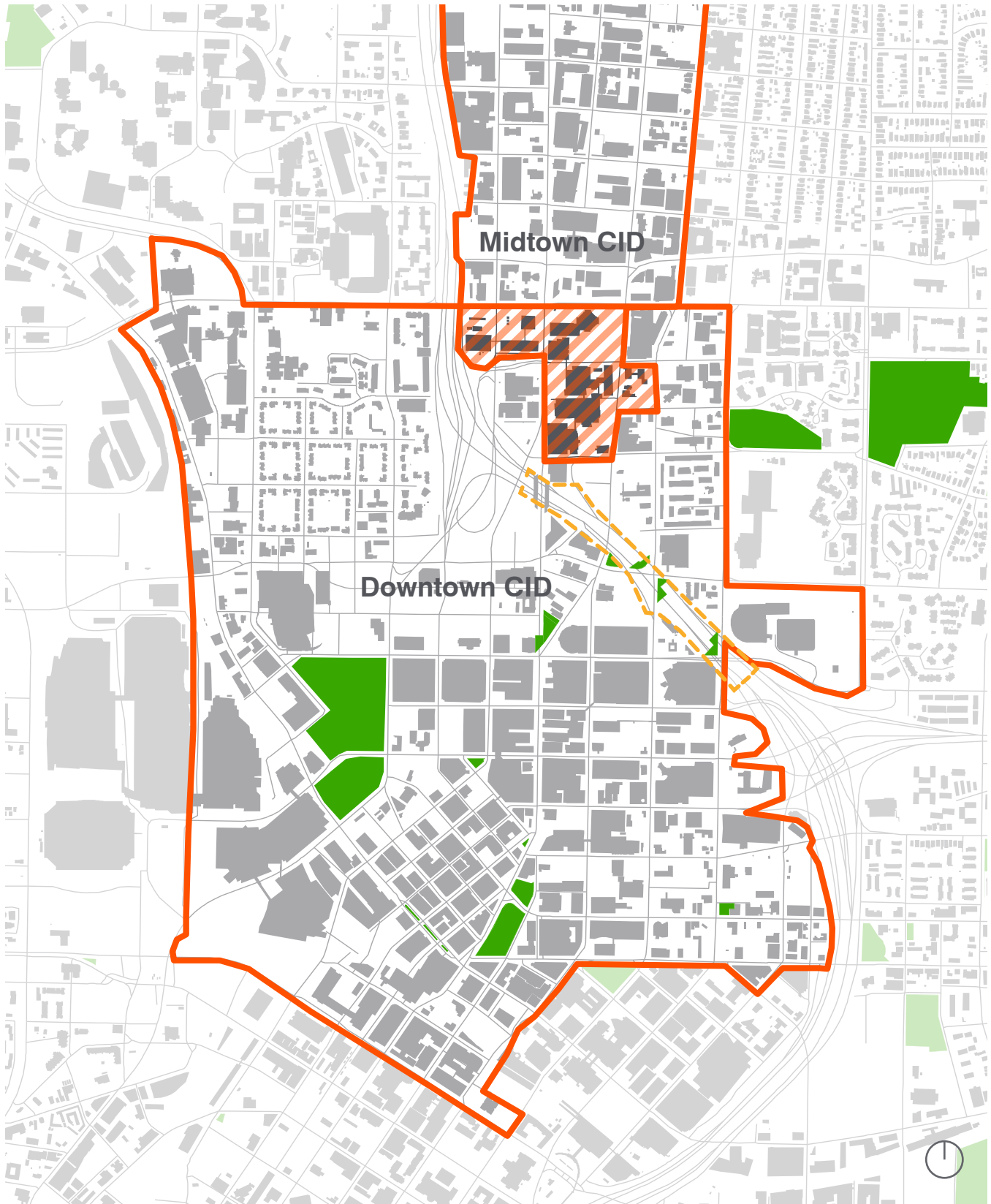
A Unified CBD Park Conservancy

The Stitch parks provide a catalytic opportunity to create one CBD conservancy to become the steward of all of Downtown's and Midtown's urban parks. Centennial Olympic and Piedmont Parks are well-managed, maintained and programmed by their respective stewards. However, there is a distinct need for an overall caretaker for parks and plazas, such as Woodruff Park, Renaissance Park, and future parks or urban spaces like Emory Square, Piedmont Green and Energy Park. An entity with the singular mission of programming, preserving and enhancing these spaces will be more successful by balancing events with maintenance and by creating a larger pool of resources and operational capital.



An inside view of Peachtree Green, looking west towards a re-imagined Medical Arts Institute, a new signature hotel tower and the First United Methodist Church.

The CIDs and Public Spaces



VISION PLAN

Redevelopment Potential

66

The Stitch – Economic Impact

The Downtown Connector acts as a physical and psychological barrier between Midtown and Downtown Atlanta, separating two of the city's most economically vibrant districts. Residents of Midtown's thriving residential towers scarcely walk south of North Avenue to experience Downtown in the evening, while thousands of conventioners and office employees have little incentive to walk north of Ralph McGill. As a result, retail expenditures in Midtown stay in Midtown, while out-of-state visitor dollars are partitioned Downtown or exported to other parts of the city. The Stitch envisions a new urban neighborhood creating a seamless residential and commercial experience inviting pedestrians, cyclists and yes, motorists, to enjoy one Atlanta CBD from Five Points to the Fox Theatre.

At the heart of the new neighborhood will be a series of parks, plazas and public open spaces built over the top of the Downtown Connector. This series of spaces will have a range of positive impacts on Atlanta's residents and the millions of visitors who travel to Atlanta each year. These include health benefits related to walking, cycling, and recreation; environmental benefits from reduced noise and visual distractions from the highway; and social benefits from increased interactions and programmed activities. The economic benefits would also be substantial.

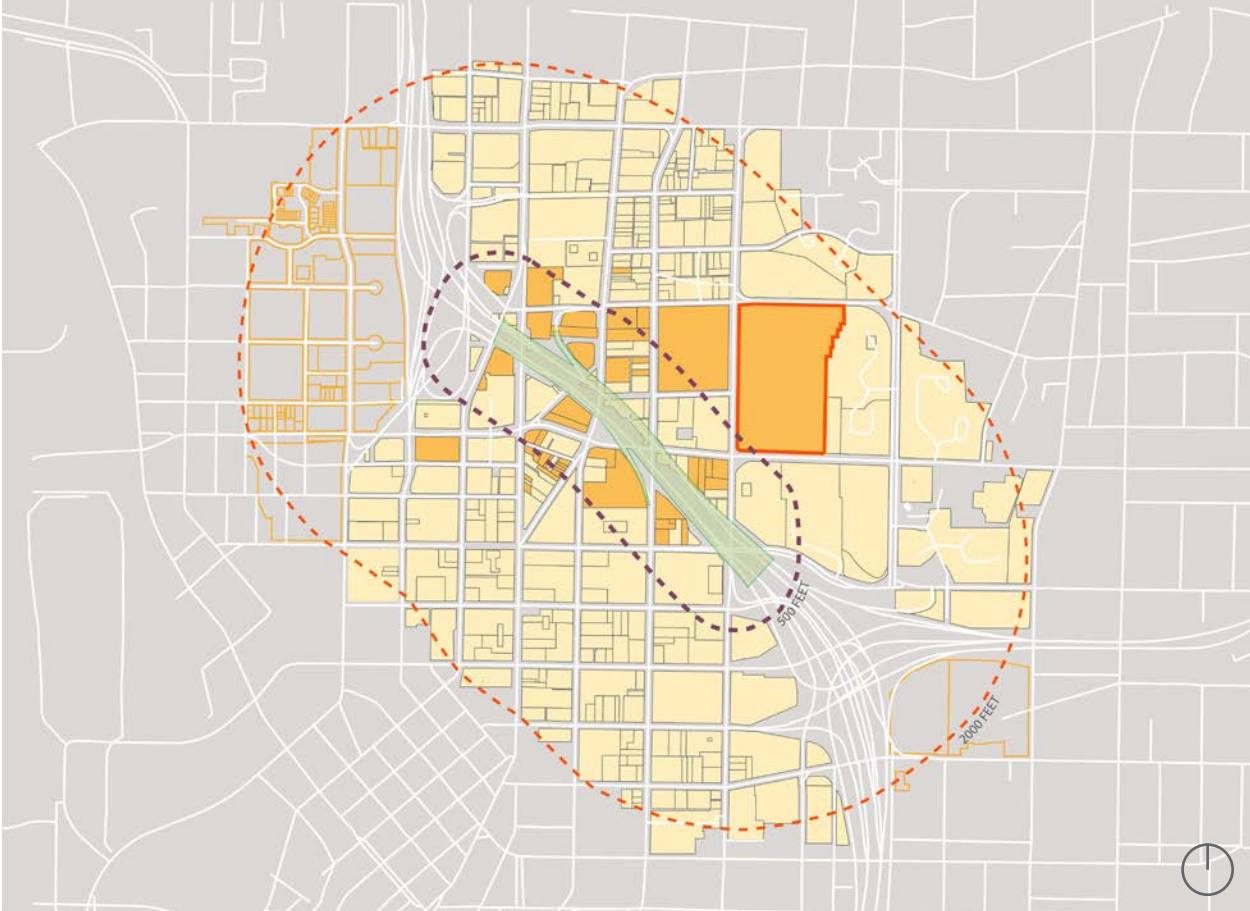
While there will be job creation related to The Stitch's construction and operations, the greatest economic benefits will come from increased property values and the development or redevelopment of underutilized parcels in the immediate vicinity of the redevelopment platform.

In order to model these potential benefits, records were analyzed from the City of Atlanta GIS, including appraised and assessed values for all parcels within a roughly 500-foot (Zone 1) and 2,000-foot (Zone 2) radius of the proposed parks on the redevelopment platform. These distances were selected based on case study research that shows that the greatest impacts of an urban park are typically felt by the properties generally adjacent to the space. Additional impacts carry over to properties within a short walk of the park, in this case less than half a mile.

All properties located northwest of Ivan Allen Jr. Boulevard and Williams Street were excluded from the analysis - these properties were categorized as Zone 3. Although some parcels in Zone 3 are within 2,000 feet of the redevelopment platform, it was assumed the Williams Street interchange presents a sufficient barrier to warrant exclusion from this analysis. For the same reason, properties east of the Connector and south of Freedom Parkway were also excluded. However, it is likely that those properties will garner other benefits from the park as the barrier between Downtown and Midtown is replaced by world-class open space and a new vibrant and walkable neighborhood.

The total appraised value of real estate within Zone 1 is \$1.2 billion, with an assessed value of \$379 million. Zone 2 includes \$2.4 billion in real estate, with an assessed value of \$797 million. All values are in 2014 dollars.

Zone 1		Zone 2	
Total Appraised Value:	\$1.2 billion	Total Appraised Value:	\$2.4 billion
Total Assessed Value:	\$379 million	Total Assessed Value:	\$797 million



VISION PLAN REDEVELOPMENT POTENTIAL

68

Redevelopment Properties

Within each zone, parcels likely to be redeveloped were identified in anticipation of construction. Most of the redevelopment parcels are vacant or used as surface parking lots. Some are developed in scattered, low-density patterns where some land assemblage would be required. Exempt parcels owned by government, utilities and MARTA are excluded from the analysis. Churches are also excluded, but their parking lots are considered to be redevelopable. The Atlanta Civic Center property is also excluded based on its pending status with respect to redevelopment. However, any long-term redevelopment of the Civic Center could be accelerated by The Stitch's construction, and its value similarly enhanced.

The analysis shows 28 acres available for redevelopment in Zone 1, most of which is located within 500 feet of the redevelopment platform.

Development Parcels	
Total Acres:	28
Total Appraised Value: (2014)	\$121 million
Total Assessed Value: (2014)	\$25 million

To illustrate the potential impacts of The Stitch, 28 acres were assumed to be developed with a mix of 75 percent residential (21 acres) and 25 percent commercial (7 acres).

Most of the redevelopment parcels are in the SPI-1 (subarea 1) zoning district, which allows a residential floor-area ratio (FAR) of 10 and a non-residential FAR of 25, which can be combined for a maximum FAR of 35.0. Based on general development patterns in the urban core, a FAR of 3.0 for residential and 6.0 for non-residential uses was modeled. This approach yields roughly 2.7 million square feet of residential (2,700 units at 1,000 GSF per door), and 1.8 million square feet of commercial space.

Based on a review of multifamily and office transactions in the surrounding area, values were estimated at \$175 per square foot for residential property, and \$250 per square foot for commercial property. With these assumptions, the total value of redeveloped property would be approximately \$938 million, an increase of \$817 million, or a 7.7 times increase in value.

The assessed value of redeveloped property is 40 percent of appraised value, or \$375 million. Total millage for Atlanta/Fulton County is 45.341; therefore, the tax revenue from the redeveloped property would be \$17.0 million compared to \$1.1 million today, an increase of \$15.9 million annually.

Redevelopment Parcels

	Acres	FAR	Square Feet	Value/SF	Appraised Value	Assessed Value
Residential	21	3.0	2,744,280	\$175	\$480,249,000	\$192,099,600
Commercial	7	6.0	1,829,520	\$250	\$457,380,000	\$182,952,000
Total	28	3.75	4,573,800	\$205	\$937,629,000	\$375,051,600

Existing Property Premiums

Existing properties in each zone are likely to experience higher values due to the Connector's redevelopment. Based on case study research, a 20 percent premium in Zone 1 and a 5 percent premium in Zone 2 was applied to all non-exempt properties that were not included in the redevelopment analysis.

Value Enhancement - Zone 1

Total Appraised Value:(before)	\$892 Million
Premium:	20%
Value Increase:	\$178 Million

Value Enhancement – Zone 2

Total Appraised Value: (before)	\$2.1 Billion
Premium:	5%
Value Increase:	\$105 Million

Total Value Enhancement

Value Increase:	\$283 Million
Assessed Value of Increase:	\$113 Million (40%)
Annual Tax Revenue:	\$5.1 Million (45.341 ml)

VISION PLAN REDEVELOPMENT POTENTIAL

70

Total Impact

Overall, the preliminary analysis suggests that The Stitch could generate real estate impacts of \$283 million through increased property values and \$817 million through development or redevelopment of underutilized parcels. The total value increase attributable to the project is therefore \$1.1 billion, which would generate increased property tax revenue of \$21 million annually.

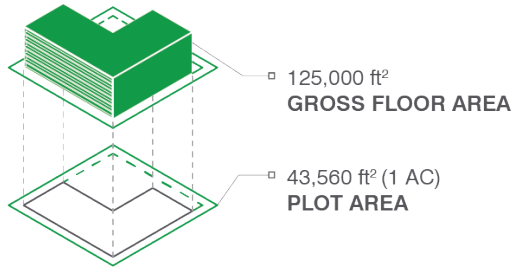
Value Creation Summary	
Increased Property Value	\$283 Million
Redevelopment	\$817 Million
Total Value Increase	\$1.1 Billion
Annual Tax Revenue Increase	\$21 Million

The increased households and employment surrounding the redevelopment platform will feed other economic benefits not included above, such as sales tax collections, regional indirect spending, and increased tourism or convention business attributable to an improved Downtown.

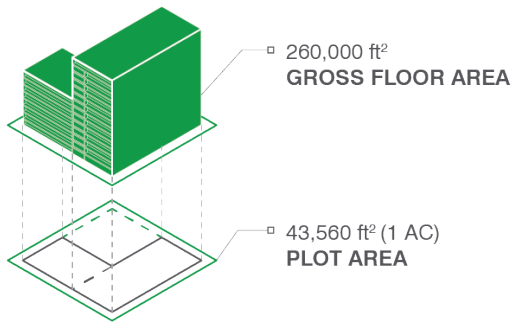
The scenarios below were generated by adjusting redevelopment densities, the percentage premium for value-added zones and the inclusion of the Civic Center site in the redevelopment. Scenario A is the baseline, while Scenarios B and C modestly increase density within allowable FARs for SPI-1. While density can be visualized in many ways, the FAR diagrams to the right provide rough approximations of the density each scenario suggests, plus the maximum allowable FARs in SPI-1 of 10 for residential and 25 for commercial. These FAR numbers may be combined for mixed-use projects raising the maximum to 35. With the understanding the market will ultimately decide what is appropriate, the vision plan is showing a more conservative 18-20 FAR for the signature buildings.

Scenario A		Scenario B		Scenario C	
Resi FAR	3.0	Resi FAR	6.0	Resi FAR	6.0
Commercial FAR	6.0	Commercial FAR	12.0	Commercial FAR	12.0
Zone 1 Premium	20%	Zone 1 Premium	20%	Zone 1 Premium	25%
Zone 2 Premium	5%	Zone 2 Premium	5%	Zone 2 Premium	10%
Civic Center	N	Civic Center	N	Civic Center	Y
Value Creation	\$1,100,764,892	Value Creation	\$2,038,393,892	Value Creation	\$3,099,261,494
New Revenue	\$21,020,646	New Revenue	\$38,025,861	New Revenue	\$57,663,594
Bond Capacity	\$308,912,325	Bond Capacity	\$558,815,224	Bond Capacity	\$847,404,725

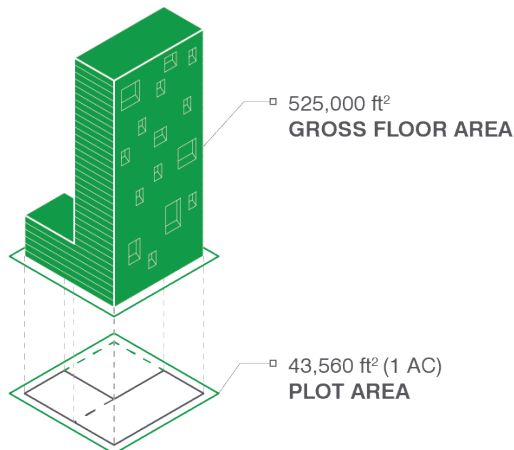
3.0
FLOOR AREA RATIO



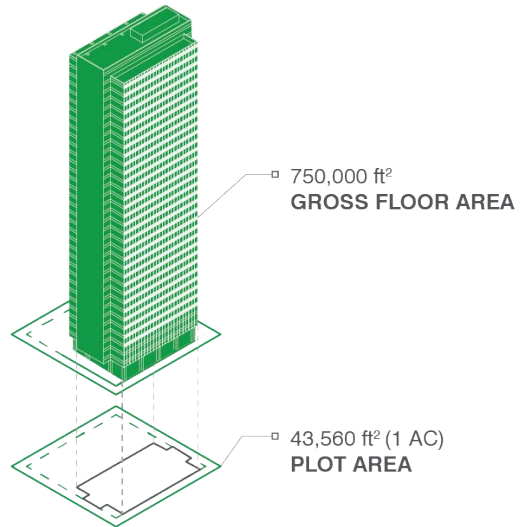
6.0
FLOOR AREA RATIO



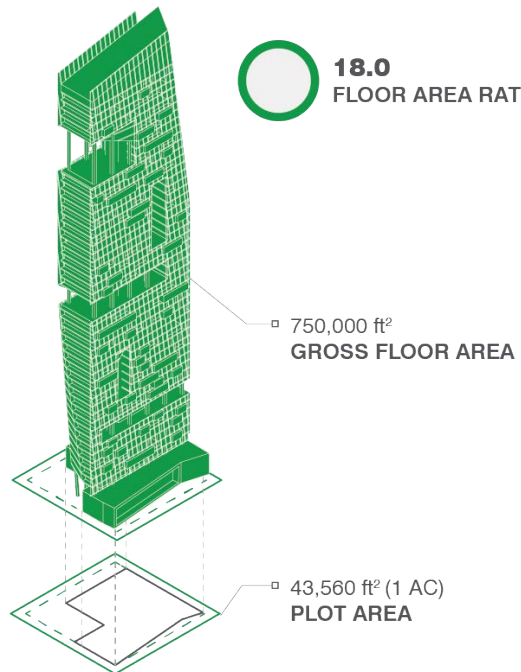
12.0
FLOOR AREA RATIO



18.0
FLOOR AREA RATIO



18.0
FLOOR AREA RATIO





View northwest across Energy Park toward Peachtree Green

PLANNING STRATEGIES

The Stitch Vision Plan's core strategies embrace the concept of walkable urban neighborhoods, a mix of air rights development and open space over the Connector and mixed-use performance-based planning. Importantly, the urban framework and site design strategies create a vibrant public realm with quality civic infrastructure, interconnected open spaces, best practices in sustainable living and people-centric built environments. As the Connector evolves from negative space to positive, the public realm, private developers and institutions within walking distance of The Stitch will realize the positive attributes and join in creating Atlanta's next urban neighborhood.

73

Walkable City

A city's streets are its most permanent institution, greatest financial investment and largest public open space. Streets are the backbone of successful communities and influence almost every aspect of our daily lives. Great streets provide safe, accessible, active, vibrant and, most importantly, walkable environments. Walkability in a city is most valuable as it contributes to urban vitality and most meaningful as an indicator of the success of a place.

Chris Leinberger of the Brookings Institution believes "all the fancy economic development strategies... or whatever [the] current economic 'flavor of the month' might be, do not hold a candle to the power of a great walkable urban environment." Mr. Leinberger's statement reflects the dramatic paradigm shift in economic development patterns since the late 20th century. Creating a higher quality of life through walkable communities is now the first step in driving substantial investment and creating jobs in a district, city and region. Therefore, The Stitch vision was designed with a core strategy of creating an enhanced walkable urban neighborhood which reconnects the urban fabric, separated by the Connector, and promotes social and economic activity uniting Downtown and Midtown.

PLANNING STRATEGIES

Urban Framework

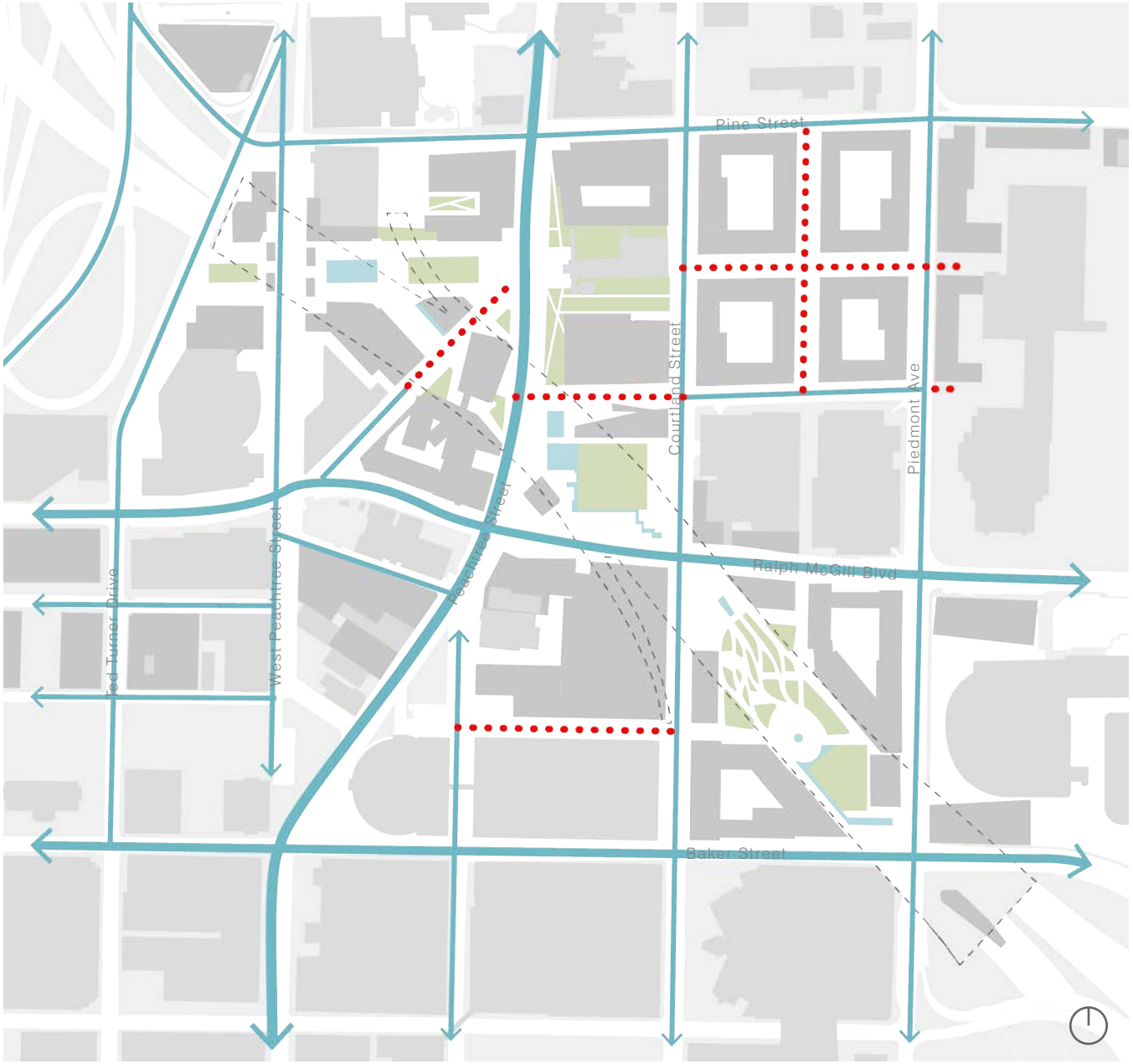
74

Reconnecting the Grid

The vision for The Stitch is premised on reconnecting the former street grid. Erased by the construction of the Connector in the 1960's and further eroded during the 1980's, the re-instituted street grid will reestablish a rational, yet unique block structure for redevelopment to occur.

The following series of planning diagrams illustrate the tactics of the vision and the transformative effects this project will have on the urban fabric, visitors and citizens of Atlanta.

Street Network



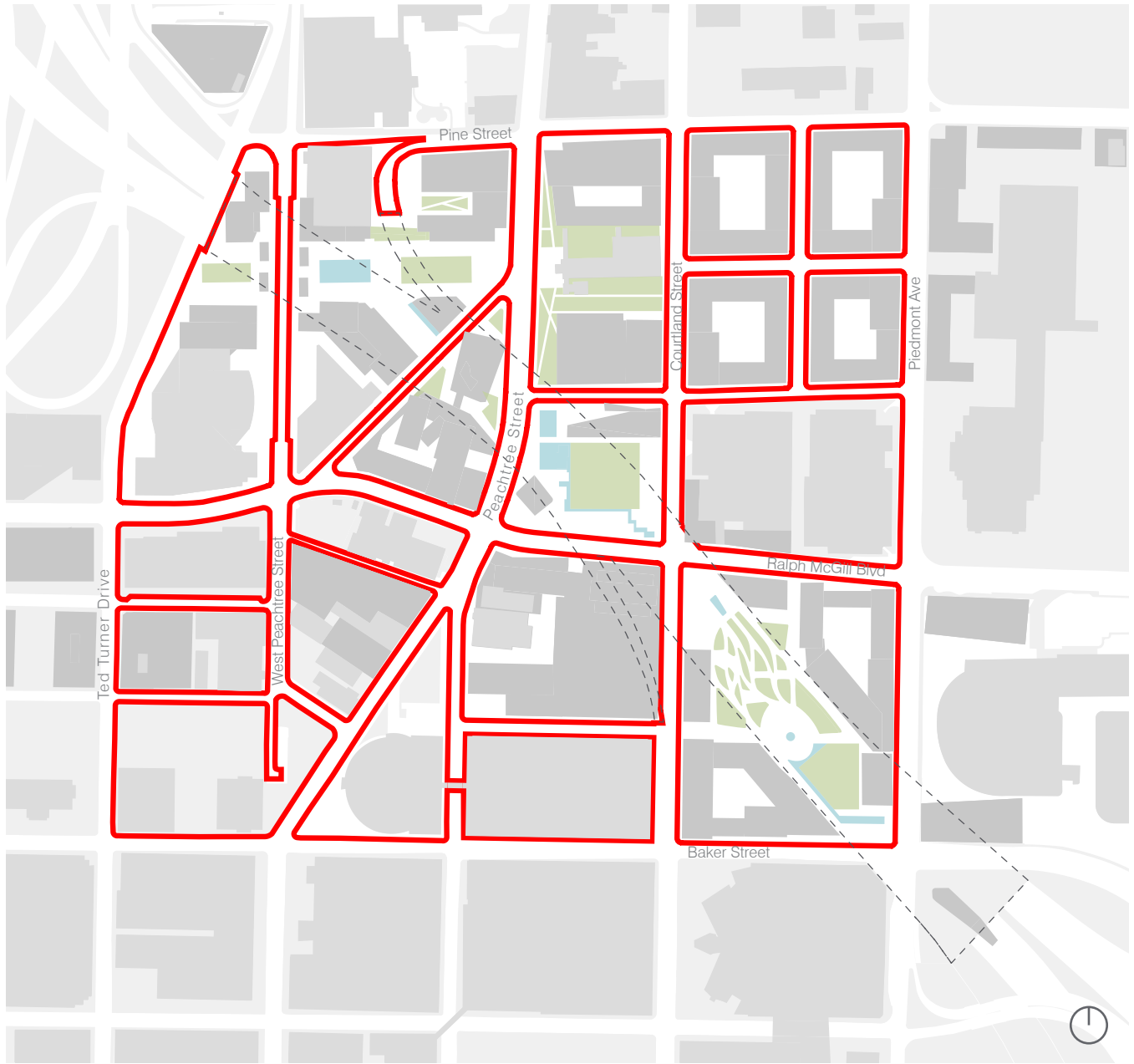
Legend

- Existing Street
- New Connection
- Redevelopment Platform

PLANNING STRATEGIES URBAN FRAMEWORK

Block Structure

76

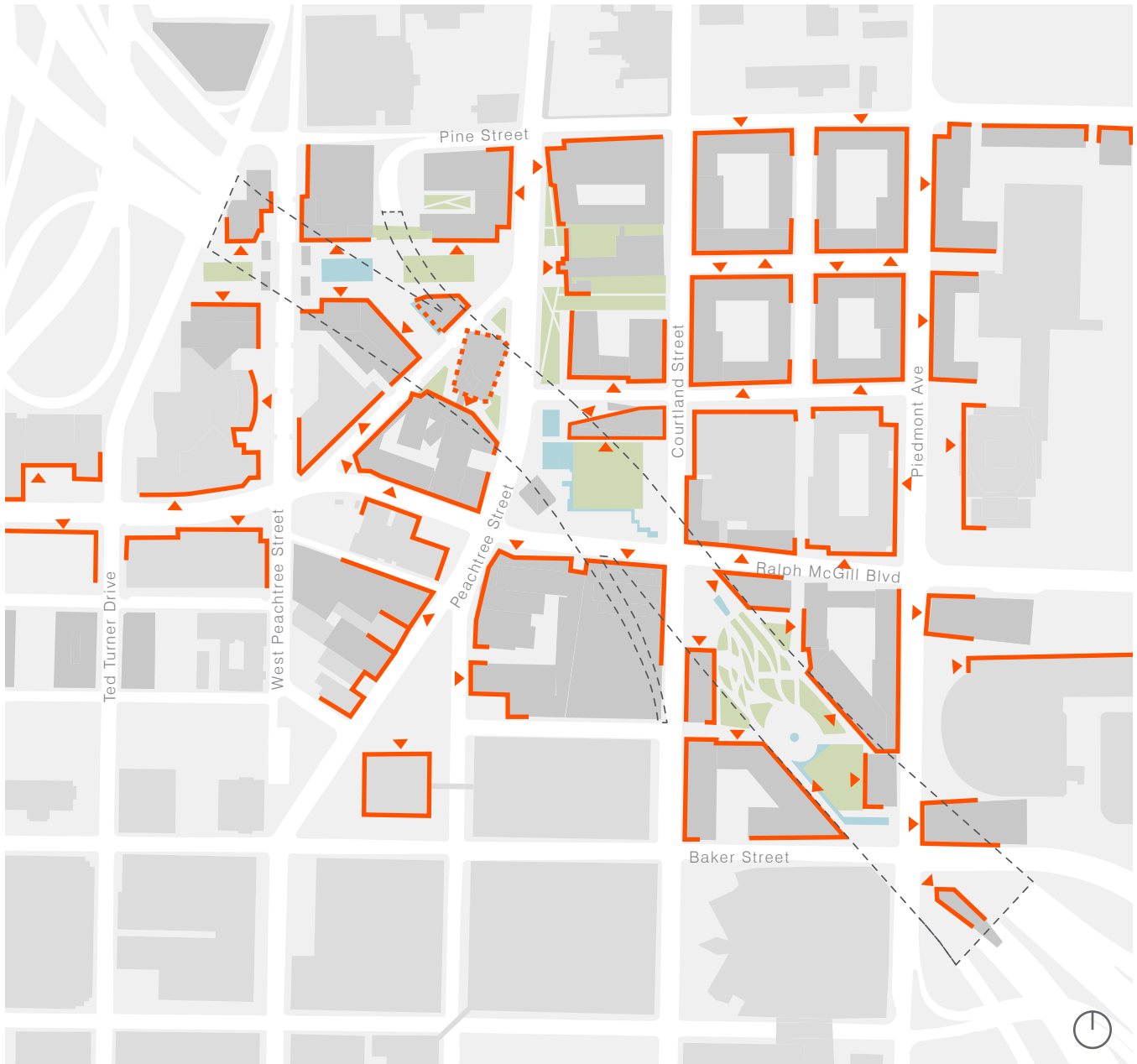


Legend




 Block Structure

 Redevelopment Platform

Active Edges



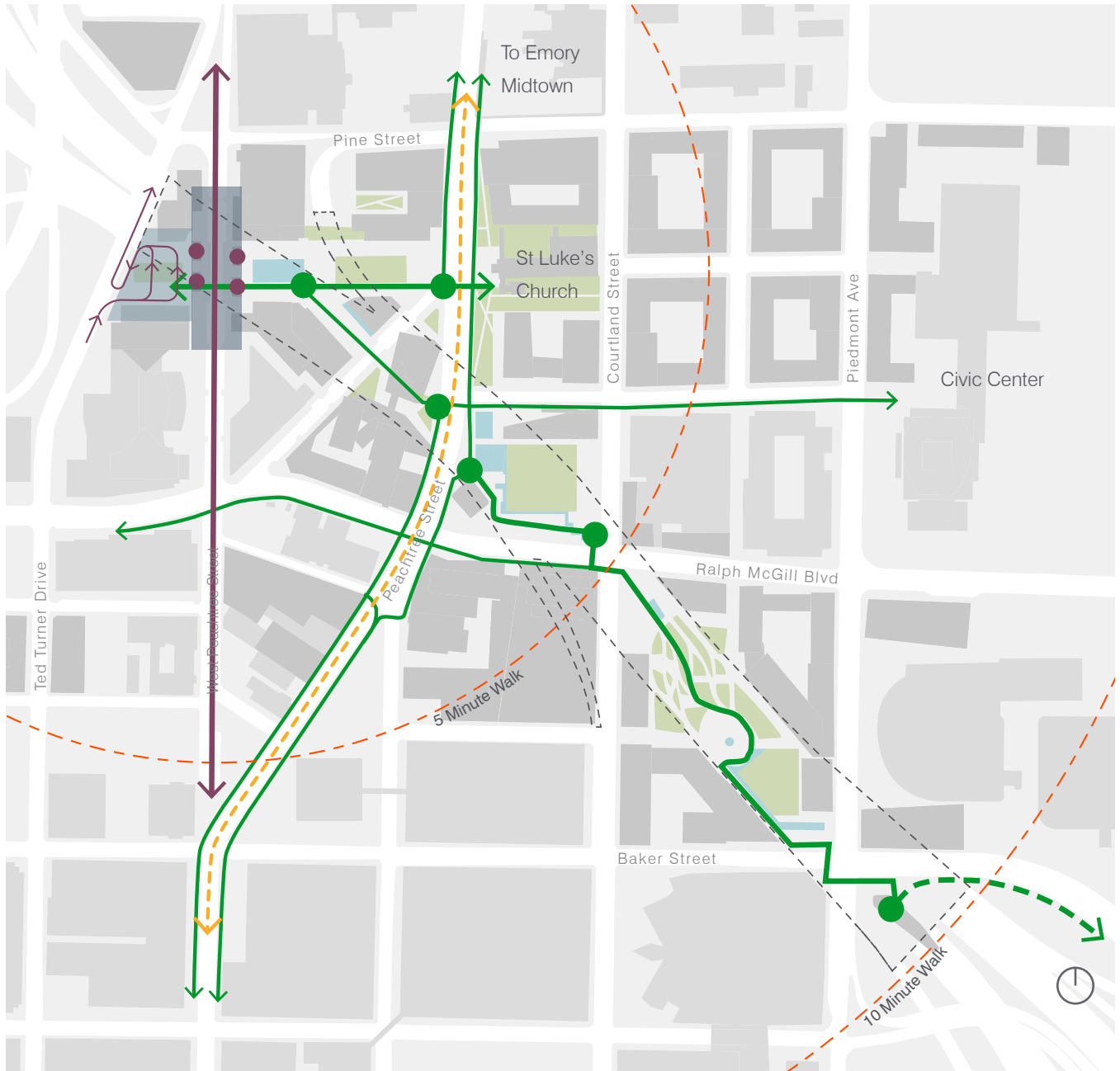
Legend

-  Active Edges
-  Primary Access
-  Redevelopment Platform

PLANNING STRATEGIES URBAN FRAMEWORK

Pedestrian Circulation and Transit

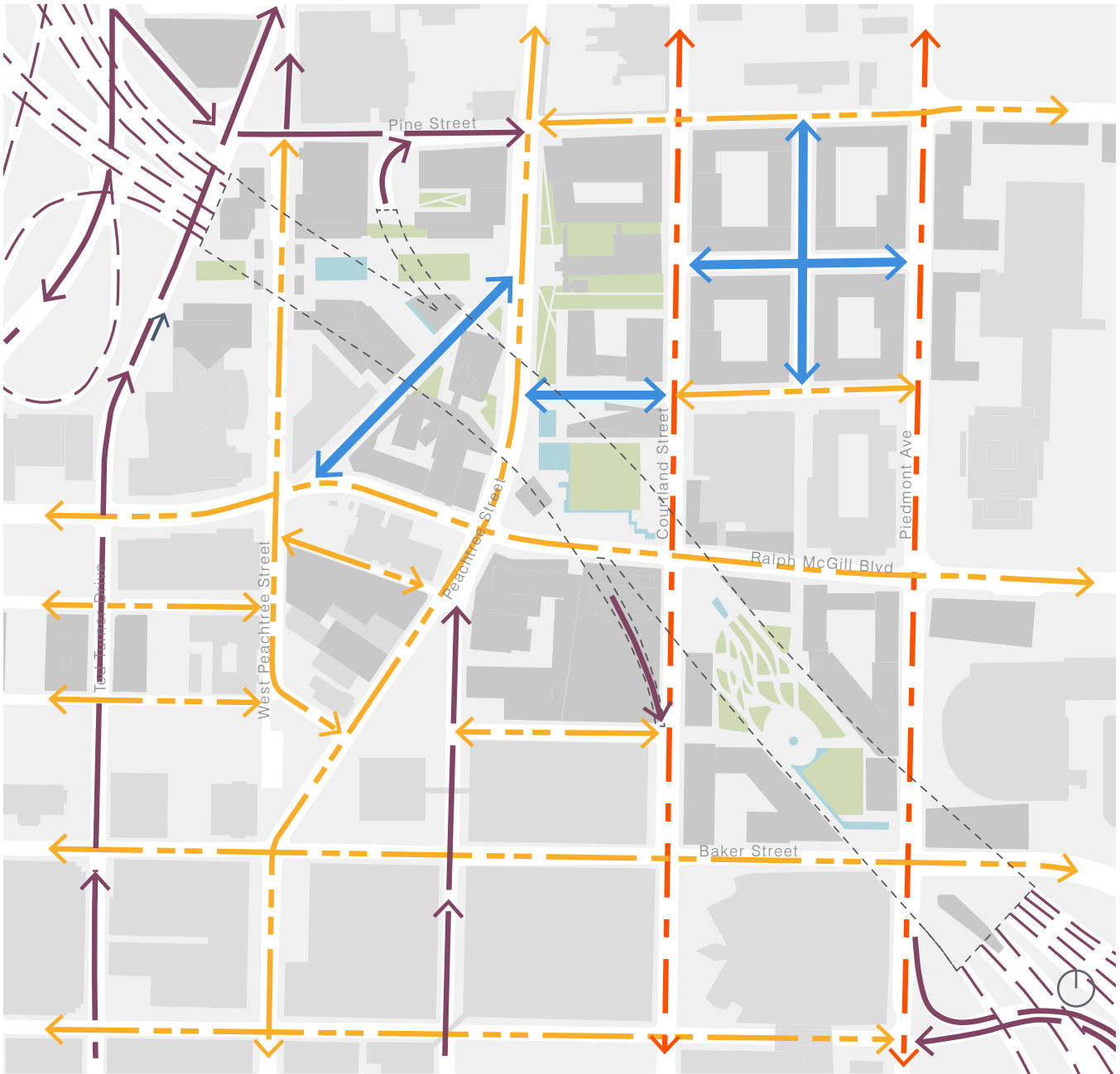
78



Legend

- | | | |
|----------------------------|-----------------------|-----------------------------|
| Pedestrian | Freedom Parkway Trail | MARTA Platform |
| Future Peachtree Streetcar | Bus Circulation | Civic Center Station Access |
| MARTA Rail | Bus Terminal | Redevelopment Platform |

Vehicular Circulation



Legend

- Two Way Street
- New Street
- Reversed One Way Pairs
- One Way Street
- Connector Flows
- Redevelopment Platform

PLANNING STRATEGIES URBAN FRAMEWORK

80

Landmarks and View Corridors

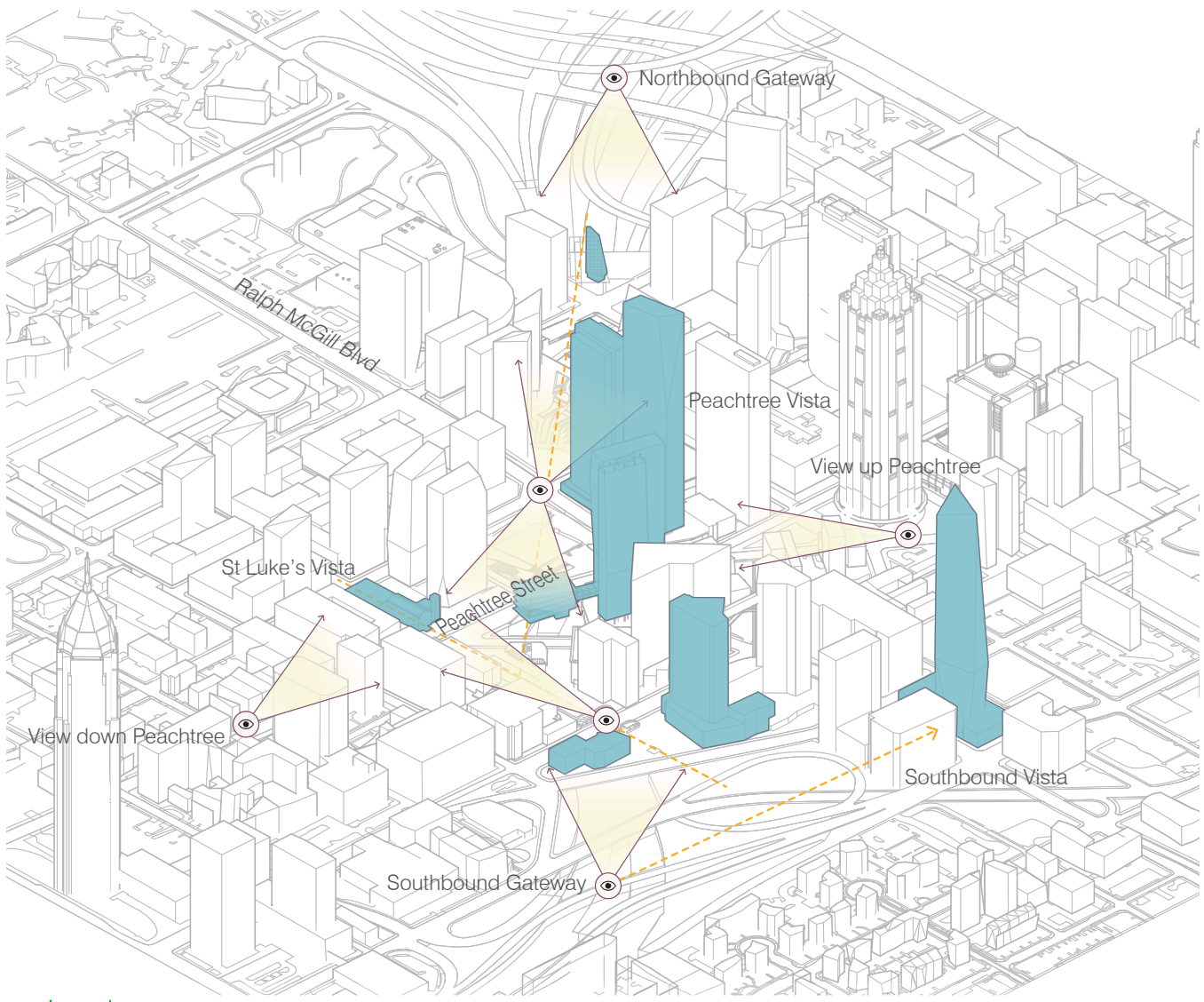
The Stitch represents the next opportunity for Atlanta to make a grand statement. The landmark architecture and design of The Stitch will inspire and promote civic pride for all Atlantans. Architectural landmarks express a collective identity and are therefore important elements in redefining the image of the city.

Iconic or landmark buildings give pride of place in locations of cultural significance. The Stitch re-centers view angles upon St. Luke's Episcopal Church, making it both highly visible and a new landmark for citizens arriving at Emory Square by MARTA. The signature towers announce The Stitch from afar either while driving on the interstate or walking along Peachtree Street. The bend in Peachtree Street at Ralph McGill Boulevard creates a terminating view down Peachtree Street from Midtown of the signature hotel tower.






St. Luke's Church sits at the head of Emory Square, creating a new landmark for those living and visiting Atlanta's newest urban neighborhood.

Landmarks and View Corridors



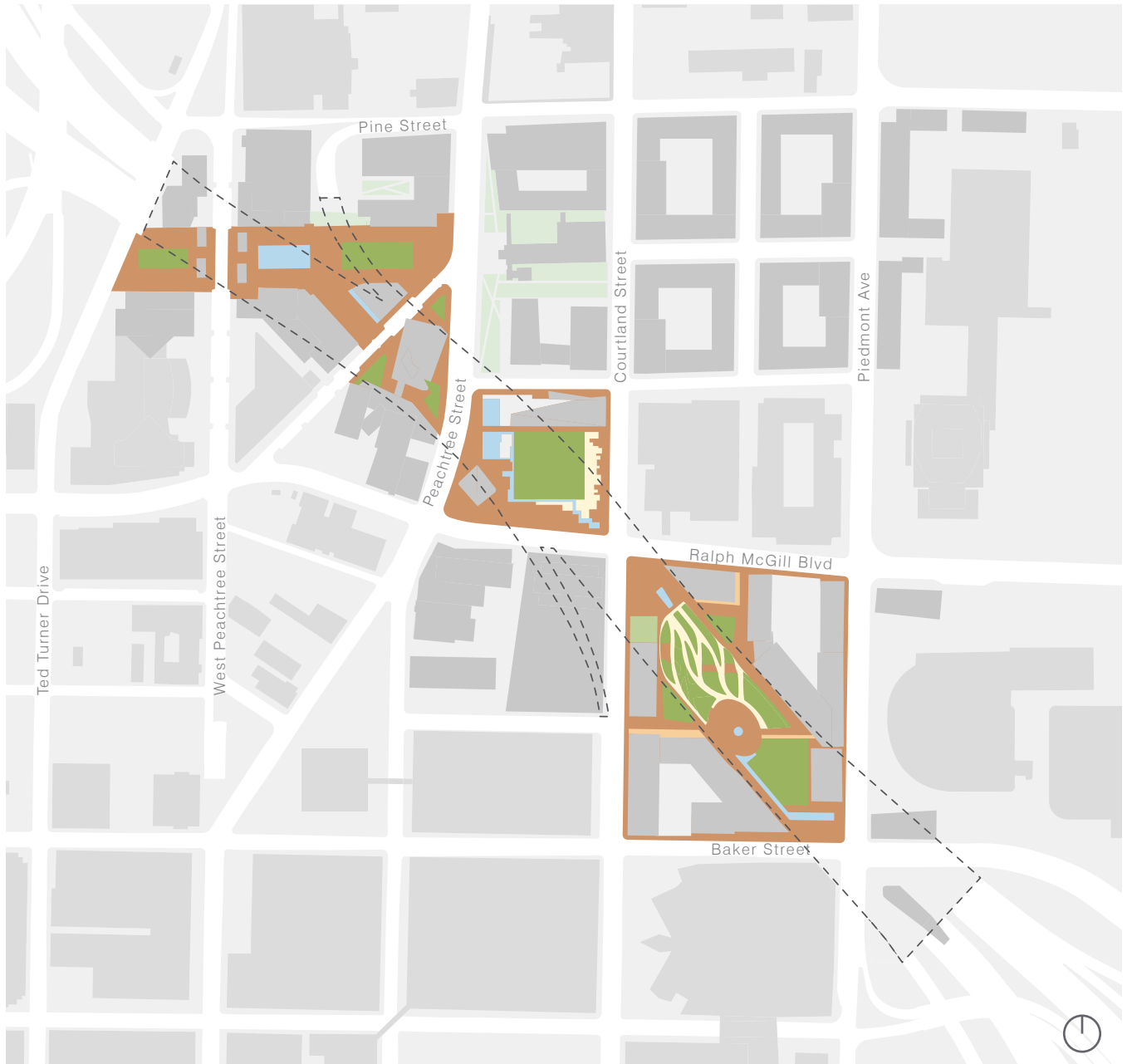
Legend

-  Viewshed
-  View Corridor
-  Landmark

PLANNING STRATEGIES SITE DESIGN

Hardscape and Softscape

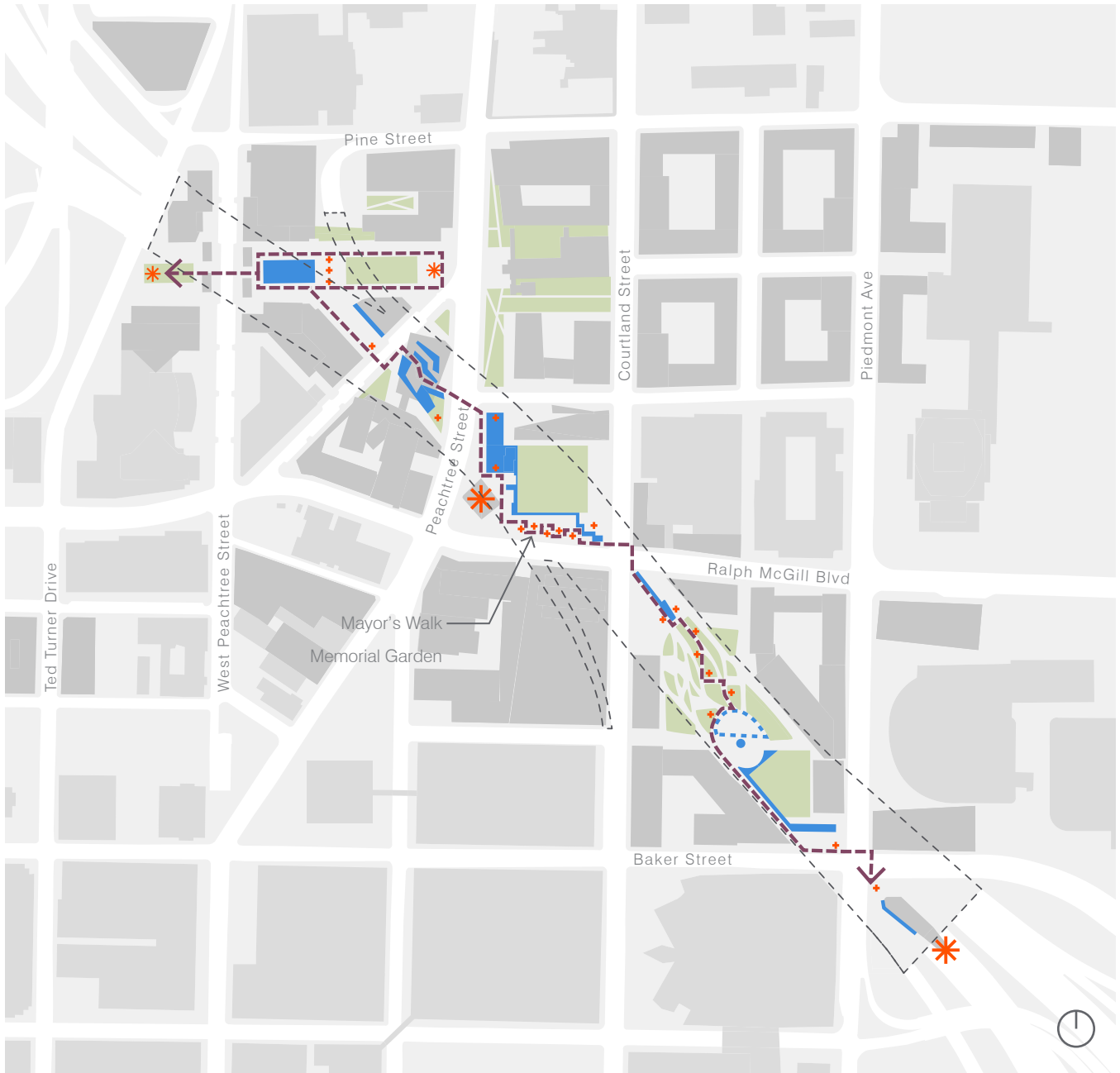
82



Legend

- Primary Paving
- Secondary Paving
- Porous Paving
- Planting
- Redevelopment Platform

Water and Art Walk



Legend

- Art Walk
- Water Feature
- Artwork
- Redevelopment Platform
- Focal Piece

PLANNING STRATEGIES

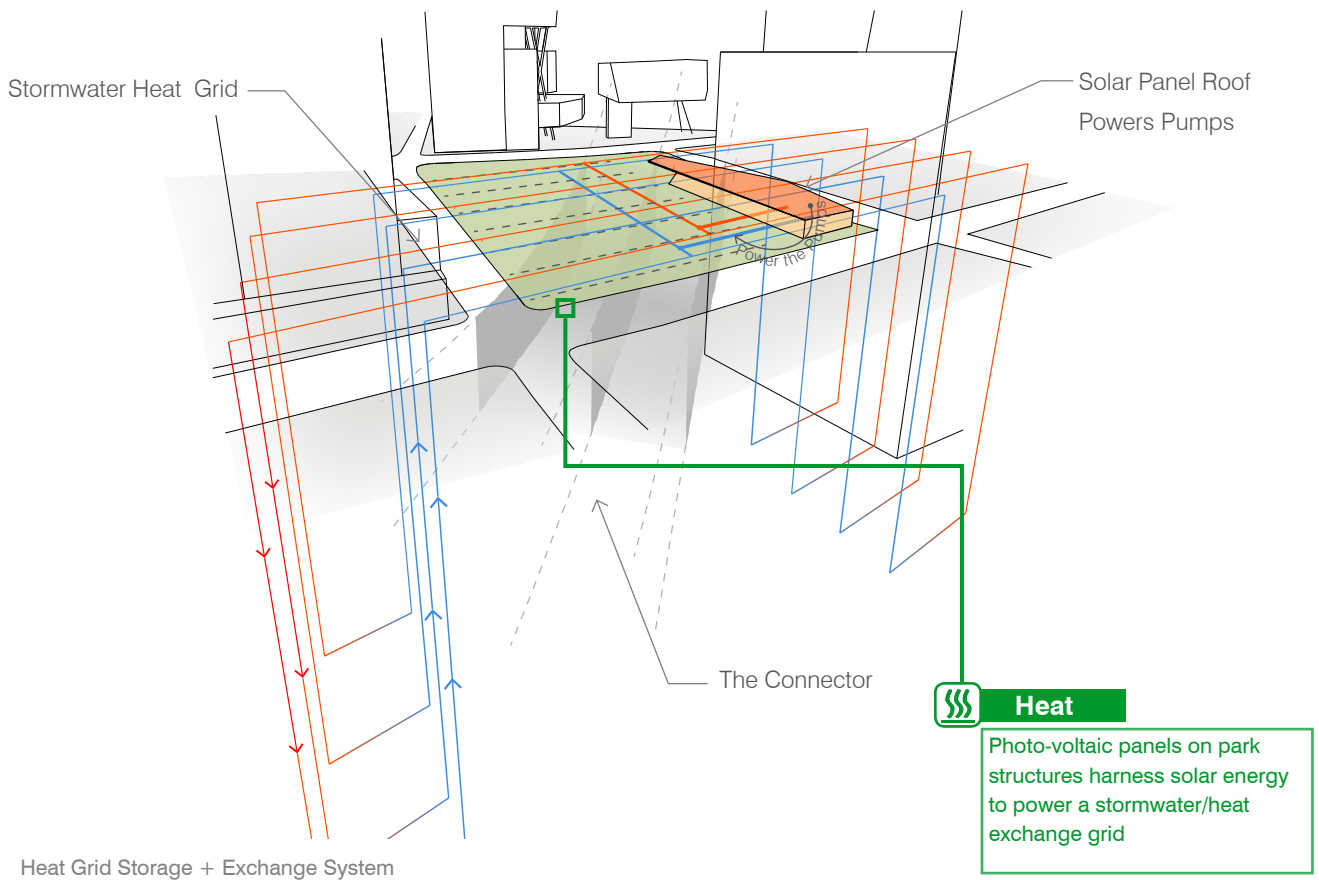
Sustainability

84

For the first time in history, the majority of the world's population lives in cities. These urban regions anticipate even greater growth in the coming decades. Shared challenges such as climate change, resource scarcity, and strains from suburbanization threaten the stability of life in metropolitan regions. This concentration of people and resources means cities are increasingly critical in addressing these challenges, compelling the search for and adoption of urban sustainability solutions.

The Stitch provides Atlanta with an opportunity to both address local challenges and assert itself as a global leader in crafting a deeper response to sustainability. With a development horizon likely measured in decades, The Stitch planning team met with members of the Brook Byers Institute for Sustainable Systems to better understand emerging trends and intersections within systems based thinking.

The vision for a sustainable future in this new neighborhood begins with its primary environmental problem: stormwater. A district-wide stormwater heat exchange grid regulates heat gain by pumping captured stormwater between hot and cold areas. This heat grid can be used to lower ambient temperatures by transferring heat off park surfaces to be dissipated in the ground or Connector, or be used for heating and cooling connected buildings.



Materials

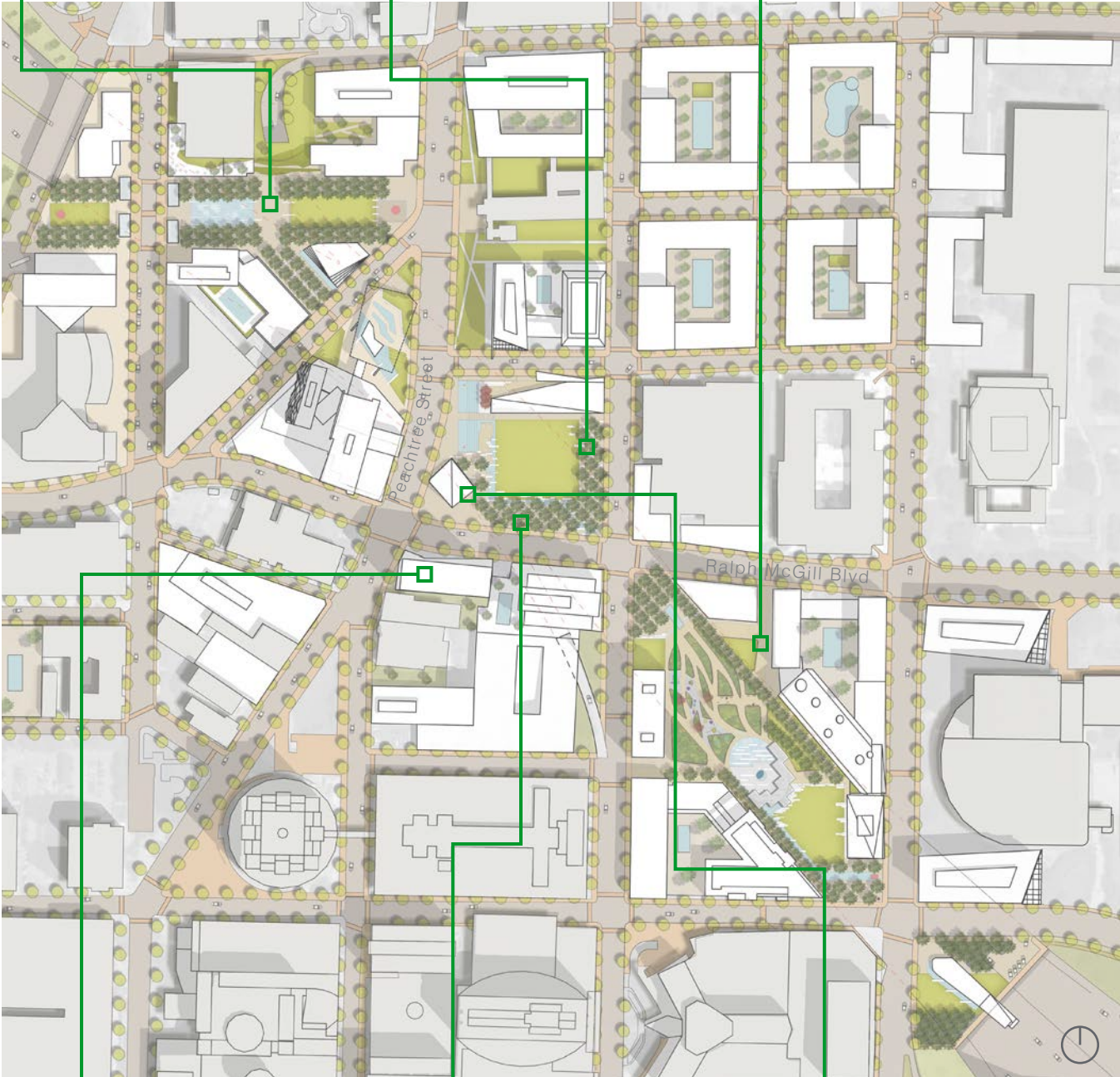
Locally sourced materials with high solar reflectivity benefit local manufacturers while making great strides in minimizing solar heat gain.

Energy

Vegetation and shading lessen the absorption of heat, creating a pleasant outdoor environment and reducing the strain on surrounding HVAC systems.

Water

Stormwater gardens collect water to reduce the strain on stormwater infrastructure during heavy rain events.



Water

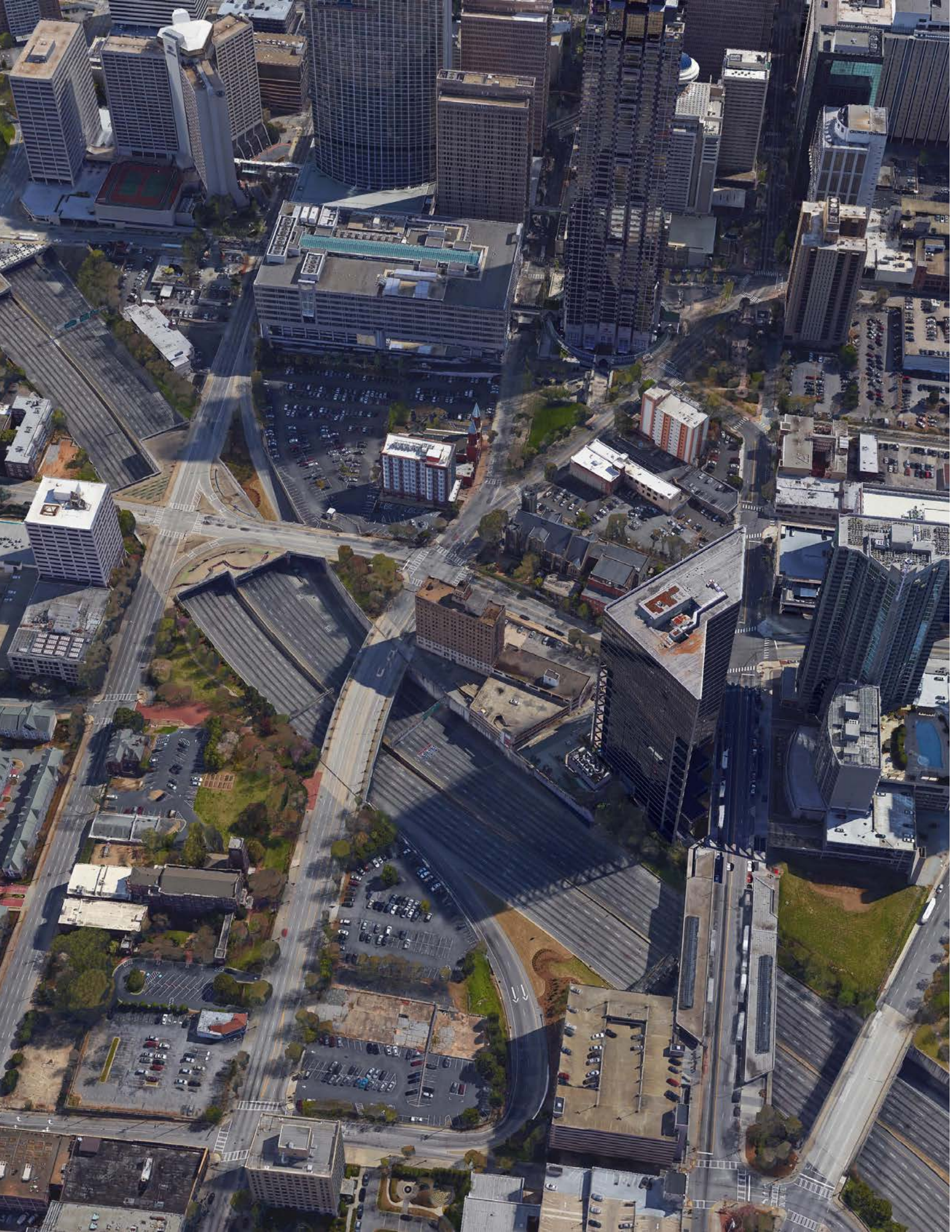
Condensation from surrounding HVAC systems will provide water for fountains and irrigation during hot, dry summer months.

Atmosphere

Trees, plantings and carbon sequestering materials neutralize car emissions from the Connector.

Food

Event plazas supporting farmers markets and food trucks offer a variety of new local food options.



ANALYSIS

The following pages contain detail on the fatal flaw engineering analysis, the benchmarking process, the workshop and site visits, and an outline of potential next steps for The Stitch.

ANALYSIS

Considerations

88

Technical Feasibility

Existing conditions were evaluated for fatal flaws that would prevent the development of a cap project over the Connector. No engineering or design fatal flaws were identified; however, several design challenges are present. The following pages contain a detailed list of takeaways and engineering considerations per zone while the list below highlights challenges affecting all three zones.

Accessibility

- Need to maintain MARTA access and which level would access the redevelopment
- All off-ramps should remain open; Pine Street is noted due to its connection to Emory University Hospital Midtown
- Due to the ramp profile rising from the interstate, the cap can only be built a certain distance over the Pine Street and Courtland Street ramps before vertical clearance becomes substandard

Constructability

- Load-bearing members may be constructed in the median for the cap, but will likely require a redesign of existing drainage and utilities
- Potential areas were identified for crane placement for top-down construction of the cap
- It is expected construction will be a night-time operation with HOV lanes temporarily shut down

Engineering

- Elevation change between Downtown and Midtown sides of the interstate
- Retaining walls lining the interstate are believed to be tie-back walls and will need to be investigated to determine their load-bearing capacity
- Ventilation and life-safety measures will be required under the cap
- The structural integrity of the existing parking deck between Peachtree Street and Alexander Street (dead ends into I-75/85 SB) is questionable and should be further evaluated

Regulatory

- Design variances possibly needed if load-bearing members reduce the width of the existing shoulder
- It is not expected that any future widening considerations will be required on this project
- Air rights would be leased from the Federal Highway Administration (FHWA), negotiated through the Georgia Department of Transportation (GDOT), and would include a 30-day vacate clause

Cap Boundary



Legend

-  Cap Boundary
-  Column
-  Exit/Enter Tunnel
-  Redevelopment Boundary

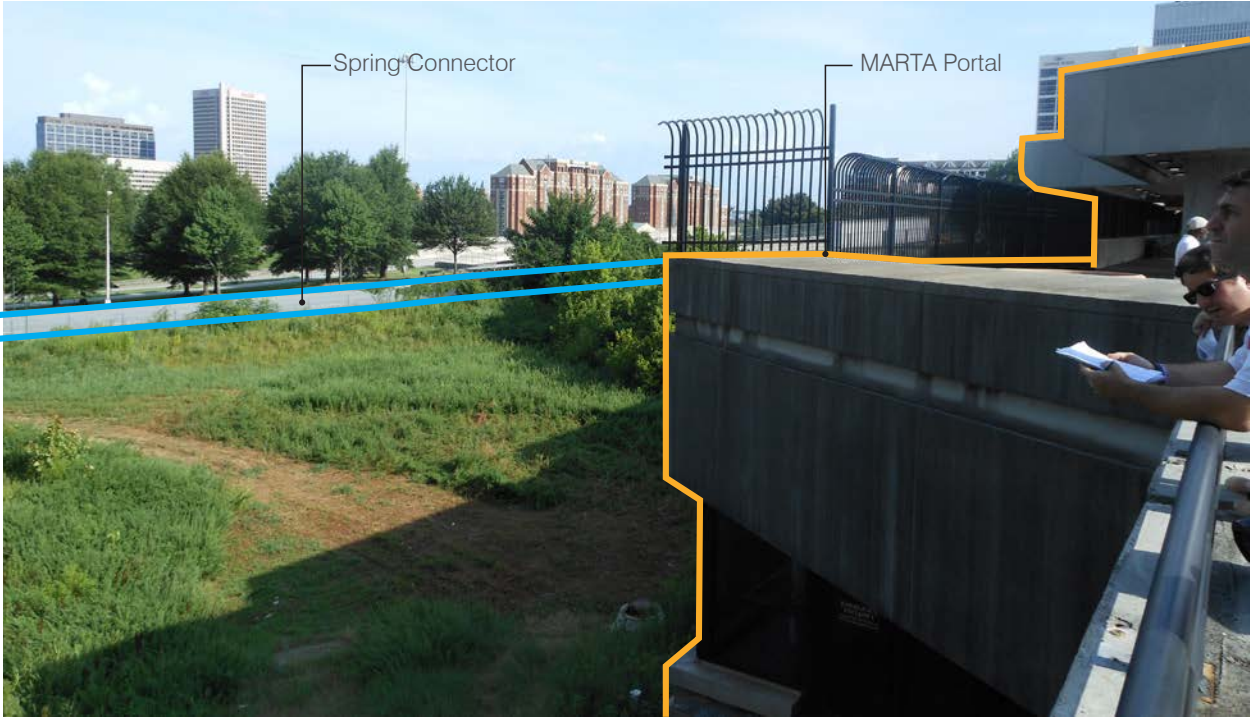
ANALYSIS CONSIDERATIONS

90 **Emory Square Zone**

In order to further determine feasibility of redevelopment sites between the Spring Connector and Peachtree Street the following items will need to be studied/explored:

Accessibility

- Need to maintain MARTA access and which level would access the redevelopment platform
- Pine Street off-ramp should remain open due to its connection to Emory University Hospital Midtown
- Due to the ramp profile rising from the interstate, the cap can only be built a certain distance over the Pine Street ramp before vertical clearance becomes substandard



Spring Connector at West Peachtree Street (west)



Pine Street ramp and Civic Center MARTA station at Peachtree Street (west)

ANALYSIS CONSIDERATIONS

92

Peachtree Green Zone

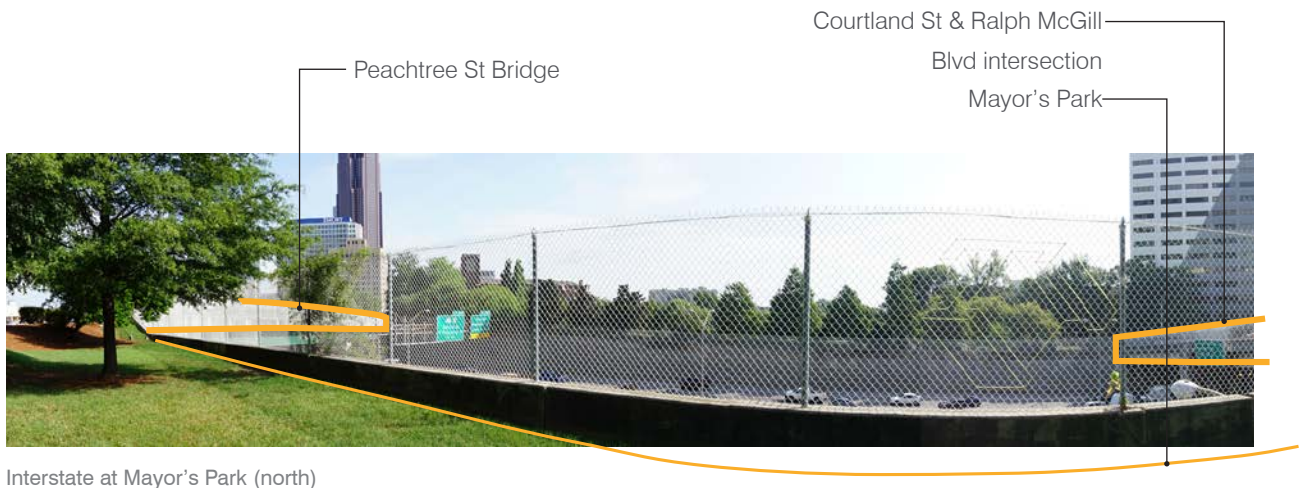
In order to further determine feasibility of the redevelopment of sites between Peachtree Street and Courtland Street the following items will need to be studied/explored:

Accessibility

- Courtland off-ramps should remain open
- Due to the ramp profile rising from the interstate, the cap can only be built a certain distance over Courtland Street ramp before vertical clearance becomes substandard

Engineering

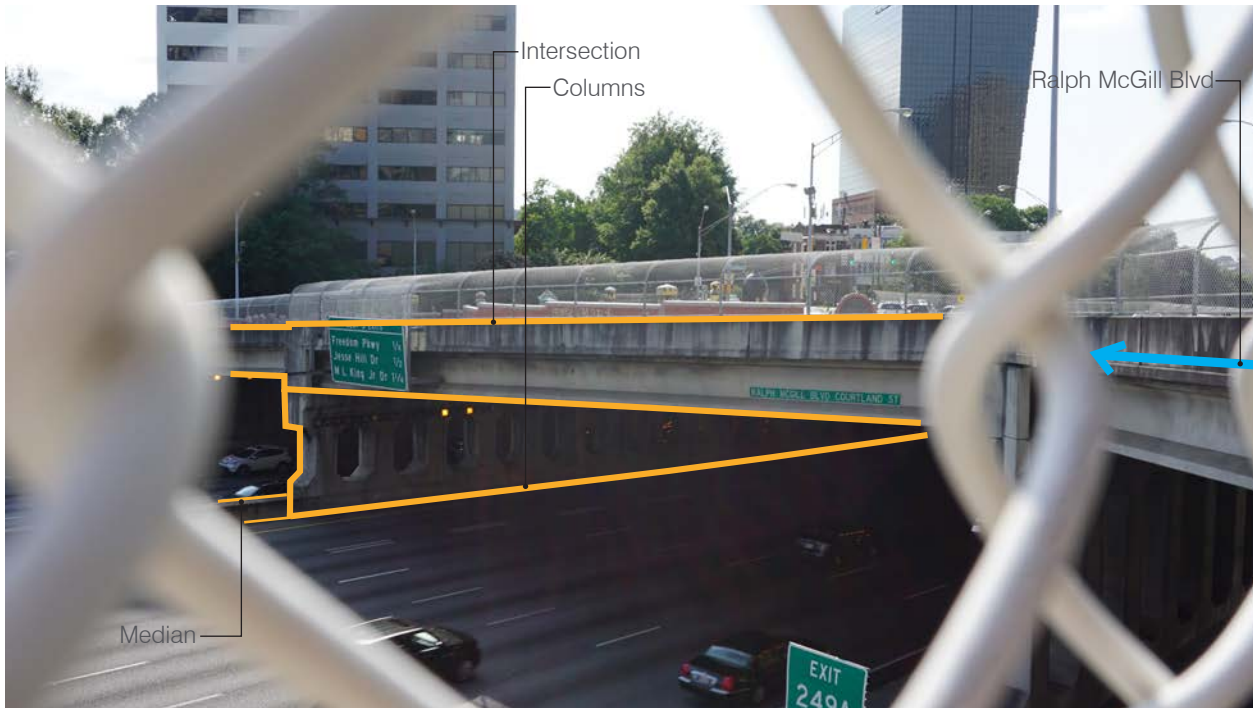
- The structural integrity of the existing parking deck between Peachtree Street and Alexander Street (dead ends into I-75/85 SB) is questionable and should be further evaluated



Interstate at Mayor's Park (north)



Interstate at Mayor's park (north)



Courtland Street and Ralph McGill intersection at Mayor's Park (east)

ANALYSIS CONSIDERATIONS

94 Energy Park Zone

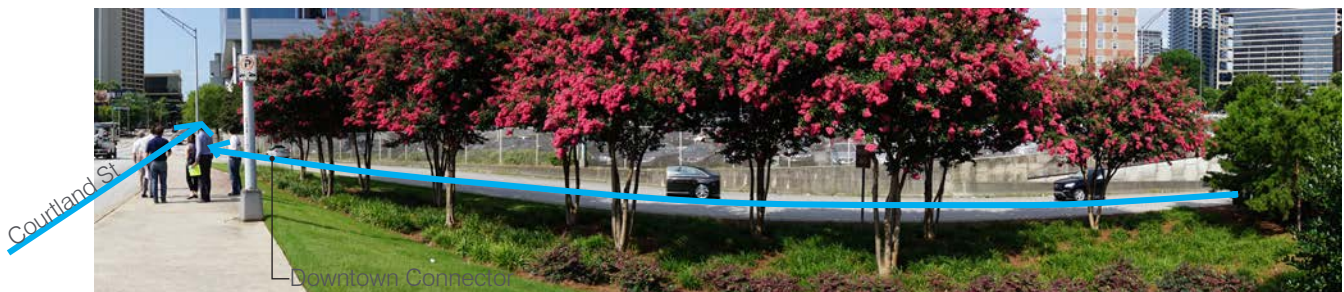
In order to further determine feasibility of redevelopment of sites between Courtland Street and Piedmont Avenue and Ralph McGill Boulevard to Baker Street, the following items will need to be studied/explored:

Accessibility

- Courtland off-ramps should remain open
- Due to the ramp profile rising from the interstate, the cap can only be built a certain distance over Courtland Street ramp before vertical clearance becomes substandard



Courtland St & Ralph McGill Blvd intersection (east)



Downtown Connector ramp at Courtland (west)



Interstate at Piedmont Ave & Baker St intersection (northeast)



Platform at Piedmont Ave & Baker St intersection (northwest)

ANALYSIS

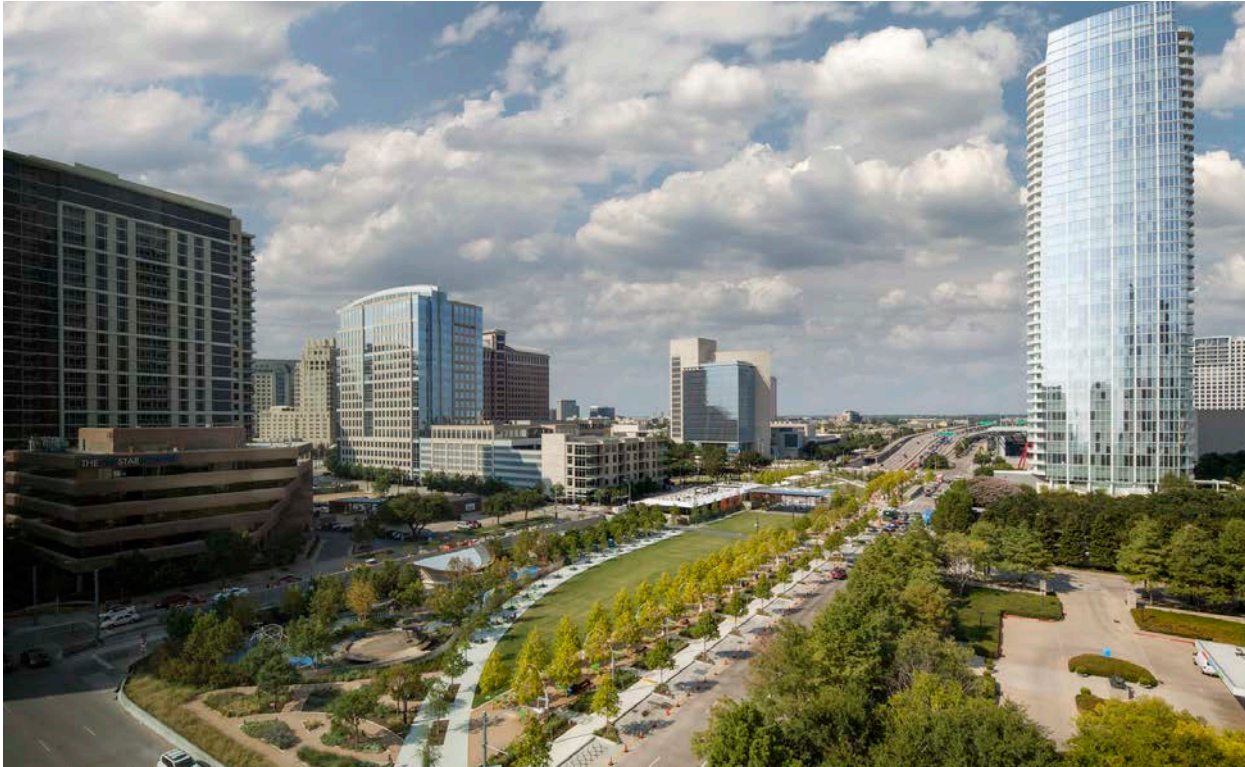
Benchmarks

96 Deck park examples were researched to evaluate the level of their success, and to identify pitfalls to avoid. According to the Trust for Public Land, there are at least 20 deck parks in the United States with more in the planning stages. These parks have an average length of 1,620 feet and an area of 9 acres. The first was the 5.3 acre Freeway Park in Seattle, built in 1976. The largest is the Rose Kennedy Greenway in Boston, MA at 30 acres, which is different from The Stitch because it was built concurrently with the freeway below (known as the Big Dig). The technology, engineering and construction of deck parks is a proven commodity, but the planning, location, programming and management of the parks will be the crucial elements of its ultimate success.

What is very clear is creating a well-designed public open space and managing it as an urban business venue can have very definite economic and social benefits that generally exceed expectations. These examples illustrate the potential range of benefits The Stitch can bring to Atlanta.

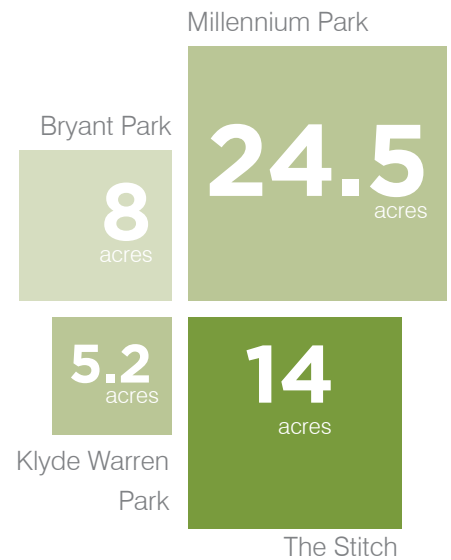
	Klyde Warren	Bryant Park	Dilworth Plaza
Location	Dallas, TX	New York, NY	Philadelphia, PA
Built	2012	1992*	2014
Acres	5.2	8.0	2.6
Cost	\$110,000,000	\$18,000,000	\$57,772,000
Per Acre	\$20,200,000	\$2,250,000	\$22,200,000
Private Contribution	\$48,800,000 (46%)	\$17,000,000 (95%)	\$5,076,000(8.7%)
Annual Budget	\$3,000,000	\$14,000,000	not disclosed
Assessments	\$750,000 (25%)	\$1,100,000 (8%)	
Public	\$400,000 (13%)	\$0 (0%)	
Concessions/ Sponsorships/Other	\$1,850,000 (62%)	\$12,900,000 (92%)	

*Renovation only



Precedents

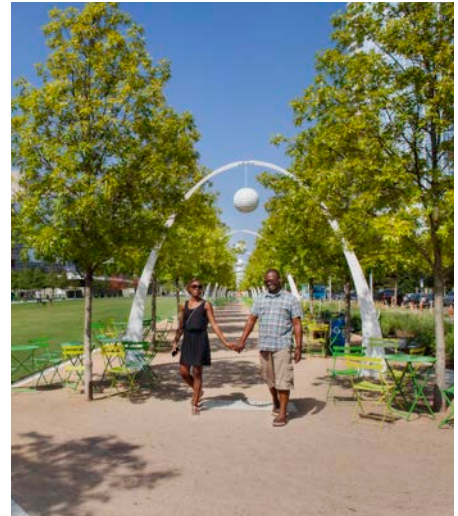
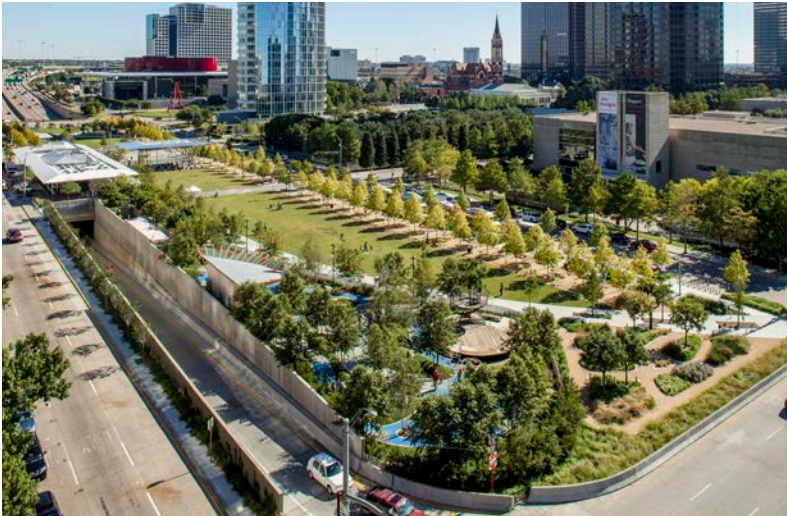
- Klyde Warren Park (Dallas, TX)
- Millennium Park (Chicago, IL)
- Bryant Park (New York, NY)
- The High Line (New York, NY)
- Olympic Sculpture Park (Seattle, WA)
- Dilworth Plaza (Philadelphia, PA)
- Guthrie Green (Tulsa, OK)
- Carl Schurz Park (New York, NY)
- The BeltLine (Atlanta, GA)
- Freeway Park (Seattle, WA)
- Sam Smith Park (Seattle, WA)
- Riverwalk Plaza (Hartford, CT)
- Hance Park (Phoenix, AZ)
- Waterside Park (Atlantic City, NJ)
- Gateway Park (Arlington, VA)
- Mid-City Bridge Park Deck (San Diego, CA)
- I-95 Park (Philadelphia, PA)
- Memorial Parks (Philadelphia, PA)
- Rose Garden, Lake Place, and Cooke Plaza (Duluth, MN)
- Post Office Square (Boston, MA)
- Rose Kennedy Greenway (Boston, MA)



ANALYSIS BENCHMARKS

98

Klyde Warren Park



"As the 'worst view' turns into the 'best view,' property owners and developers scramble to benefit from proximity to Klyde Warren Park."

- D Magazine, 2012

Opened: 2012

City: Dallas, Texas

Size: 5.2 Acres

Heavily influenced by the success of Bryant Park and Millennium Park, Klyde Warren Park opened in 2012 as a central gathering place for Dallas, connecting Uptown, Downtown and the Arts District. The Park includes a performance pavilion, restaurant, shaded walking paths, a dog park, children's park, great lawn, water features, reading room, an area for games and much more. Klyde Warren sits atop 1,200 linear feet of freeway and was initially advanced by a small group of Dallas business leaders and the Real Estate Council, an influential advocacy and philanthropic organization.

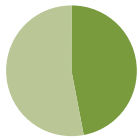
Klyde Warren was funded through a combination of City, state, federal, and private funds, and has approached operations in the spirit of Bryant Park, relying on corporate sponsorships, private donors, usage fees, and a recently formed Park Improvement District (PID).



Klyde Warren facts:

- The City of Dallas owns the land and amenities. Woodall Rodgers Park Foundation has a 50-year contract to manage the park and is responsible for its \$3 million annual operating budget. Corporate sponsorships and events are critical to funding operations.
- Arts District PID generates ~\$750,000 annually through an assessment of \$0.025 per \$100.00
- 230 trees sequester 18,500 pounds of CO₂ and intercept 64,000 gallons of stormwater runoff annually
- The park has increased ridership on McKinney Avenue Trolley by 61 percent
- Park is >200,000 square feet (1,045' by 210')
- Deck is 6 feet deep
- 40,000 square feet of lawn
- 65,000 square feet of paved plazas
- Children's park capacity 100
- Hosts 1,000 events annually
- More than 1 million visitors annually
- Muse Family Performance Pavilion 60'x40' to accommodate 120 performers
- 6,000-square-foot restaurant expected to cover 20 percent of operating costs for the park
- TxDOT allowed just 20 highway closings, mostly on

Total Project Cost: \$109 million



Total Public: \$56.7 M (52%)

Private Donations: \$52.3 M (48%)

PUBLIC: City of Dallas Bonds \$20 M

PUBLIC: TxDOT \$20 M

PUBLIC: Federal Stimulus \$16.7 M

PRIVATE: Other Donors + Sponsorships \$37.3 M

PRIVATE: WW Caruth Foundation \$5 M

PRIVATE: Naming Rights \$10 M

"Within a quarter-mile to a half-mile radius... we've seen well over a billion dollars in new projects."

- John Crawford, CEO, Downtown Dallas, Inc

ANALYSIS BENCHMARKS

100

Millennium Park



34% Increased ridership on adjacent public transit since opening the park

30%+ Premiums in the condominiums overlooking the Park

\$1.4B 5 million park visitors annually spend \$1.4 billion, creating \$78 million in tax revenue

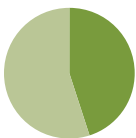
Total Project Cost:

\$490 million

Opened: 2004

City: Chicago, Illinois

Size: 24.5 Acres



Private Donations: \$220 M (45%)

Total Public: \$270 M (55%)

PUBLIC: Construction Bonds \$175 M

PUBLIC: TIF Bonds \$95 M

PRIVATE: Donations \$160 M

PRIVATE: Theatre Campaign \$60 M

- 24.5 acres built over existing railroad tracks and a 2100 space parking garage
- Developed, owned and managed by the City of Chicago
- 10% reduction in crime
- Internationally recognized for interactive sculptural pieces - Crown Fountain, Cloud Gate and Pritzker Pavilion

Guthrie Green

3000 Weekly visitors

\$150M Public-private investment to local blocks

60% Energy demand reduced to power nonprofits with geo-exchange system



Geo-thermal concept:


\$2.5M American Recovery and Reinvestment Act Stimulus Grant


Owner: George Kaiser Family Foundation

Location: Tulsa, Oklahoma

Size: 2.6 acres

 120 Wells

 600 Tons of heating/cooling

 120,000 Square feet served

 60% Energy demand saved

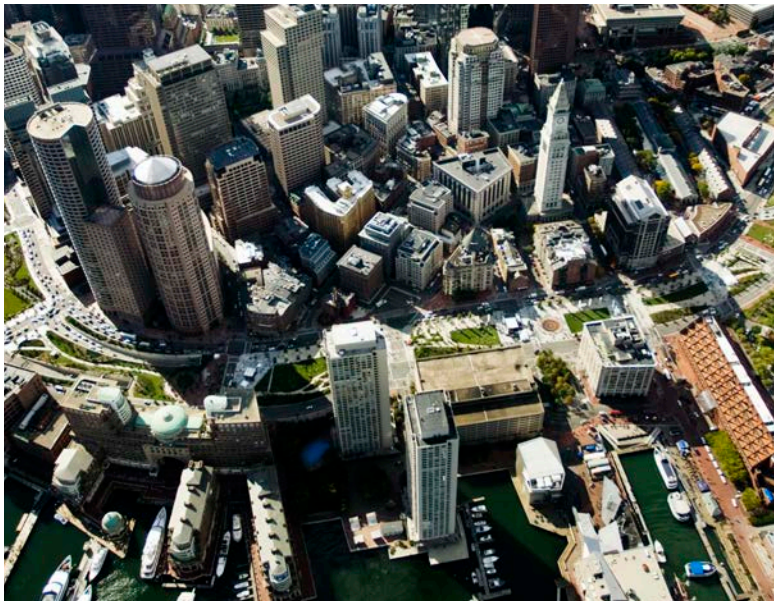
Guthrie Green transformed a 2.6-acre truck loading facility into a lively, highly programmed urban park offering an outdoor amphitheater, performance stage, interactive fountains and an 11,000-square-foot café pavilion. Built and managed by the George Kaiser Family Foundation (GKFF), the park has become a destination since its 2012 opening, drawing 3,000 people every week to daily park activities and sparking \$150 million in investment in a variety of projects within the emerging 19-block Brady Arts District of downtown Tulsa.

Sustainable practices inform the park's design and provide a new benchmark for energy innovations in the public realm. The project incorporates a ground-source heat pump system, and the resulting energy savings helps to offset operating costs for the building's nonprofit arts and cultural organization tenants.

ANALYSIS BENCHMARKS

102

Rose Kennedy Greenway



Opened: 2008

City: Boston, Massachusetts

Size: 15 Acres

The Rose Fitzgerald Kennedy Greenway is a 15-acre, 1.5-mile-long stretch of parks in the heart of Boston created as part of the mitigation plan for the massive public works project known as the “Big Dig.” Developed and constructed by the Commonwealth of Massachusetts, the project reworked both road and public transit systems in downtown Boston, adding bridges, two tunnel systems, multiple interchanges and restoring a city street network.

The Greenway has quickly become a hub for activity in Boston, hosting more than 350 events in 2012 alone, in addition to regular attractions like the Greenway Mobile Eats program (food trucks and trikes) and interactive water features that attract hundreds of thousands of visitors each year.

47%

Property values around the Greenway increased 47% in the 5 years post construction, compared to 36% in the CBD

\$1.4B

\$1.4 billion in new development related to the Greenway

622K

Visitors in 2012

Conservancy Revenue:
FY05-FY11 **\$35 million**



PUBLIC: Government Support \$14 M

Other \$0.5 M

PRIVATE: Private Philanthropy \$18 M

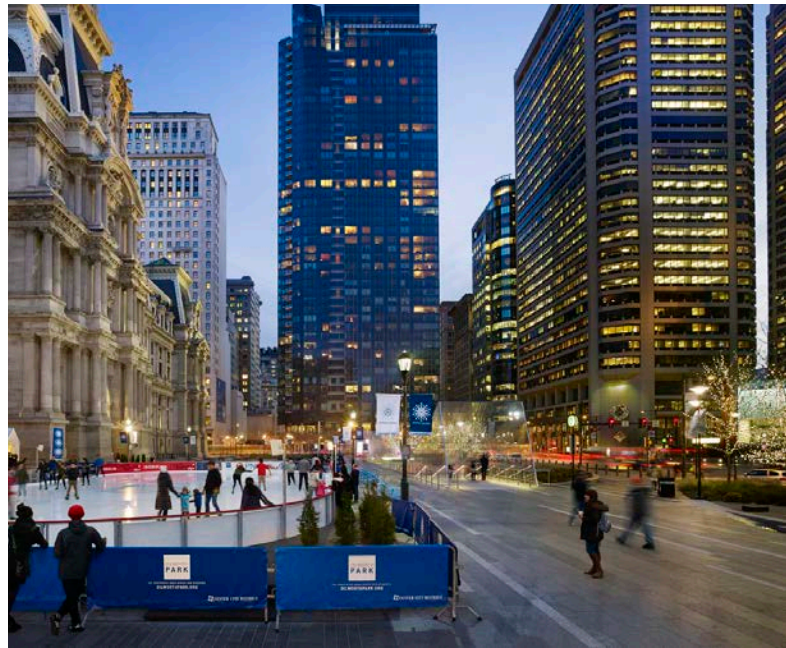
PRIVATE: Endowment Income \$2 M

Dilworth Plaza

1060 Jobs created during construction and post construction

21% Increase of new usable area after renovation

\$130M Property value increase, 10% to buildings fronting on the plaza 2% to properties within a quarter mile; 1% to properties 1/2 mile away



Total Project Cost: **\$58 M**



PUBLIC: Foundations \$7 M



PUBLIC: City of Philadelphia \$10 M



PUBLIC: Pennsylvania State Government \$15+ M



PUBLIC: Federal Transit Administration \$15 M



PUBLIC: SEPTA \$5 M



PRIVATE: Private foundations/donors \$5+ M



Opened: 2014

City: Philadelphia, Pennsylvania

Size: 2.6 Acres

Dilworth Park has been newly transformed from an inaccessible, multi-level, hard-surface plaza into a sustainable, well-maintained, green public space without stairs or barriers from the street. By covering existing openings and removing unnecessary walls, steps and barriers, the renovated Dilworth Park now has 20,571 square feet of new useable area (an increase of 21 percent) resulting in an expanded 120,557-square-foot public space. The underground has been dramatically improved as a new transit gateway, providing entrances to Broad Street and Market Street subways and the trolley lines. New elevators make the transit levels accessible for the first time.



Aerial view south across Emory Plaza

APPENDIX

Process

105

This study was completed as part of a measured and rational process. The method has been to proceed systematically and logically, yet ambitiously and creatively. At each step key questions have been answered before proceeding to the next step in the process. The study was completed as follows:

- Fatal Flaws Analysis – before exploring any design activities, engineers and planners with support evaluated The Stitch site over the Connector to determine whether constructing a cap in this location was possible. The engineers observed structural conditions, traffic flow, obstructions and other issues and determined that a cap could be constructed, and none of the challenges are too great to overcome with a reasonably sufficient budget.
- Vision Plan – the purpose of a vision plan is to show what The Stitch can become—to explore the “art of the possible.”
 - A vision workshop with stakeholders was held on July 10th, 2015 to discuss goals, project background, review benchmarks and site analysis, and brainstorm potential planning strategies. The outcome of the workshop was a series of concept sketches which formulated the framework concept for The Stitch.
 - The project team explored several options within the framework concept before arriving at a single concept plan that it believes fully illustrates the benefits of The Stitch. The goal for this vision and concept plan is to communicate the huge potential for this project and to inspire and spark even more ideas, discussions, interest, and enthusiasm about the possibilities. Anticipated next steps will include additional study and many stakeholder meetings to determine the best approach to take for this project.
- Summary of Adjacent Development Potential - this study has explored how similar redevelopments and open space projects increased property values, attracted business and impacted transportation use. This information was applied to summarizing potential economic impacts in Downtown. Based on the benchmarks studied and our development scenarios, The Stitch would have dramatic economic impacts on Atlanta.

APPENDIX PROCESS
Vision Workshop

106



Stitch Workshop: Idea Brainstorm



Stitch Workshop: Idea Brainstorm



Stitch Workshop: Idea Brainstorm

APPENDIX PROCESS
Site Tours



Stitch Site Visit: Discussing possible developments next to MARTA



Stitch Site Visit: Looking out to interstate

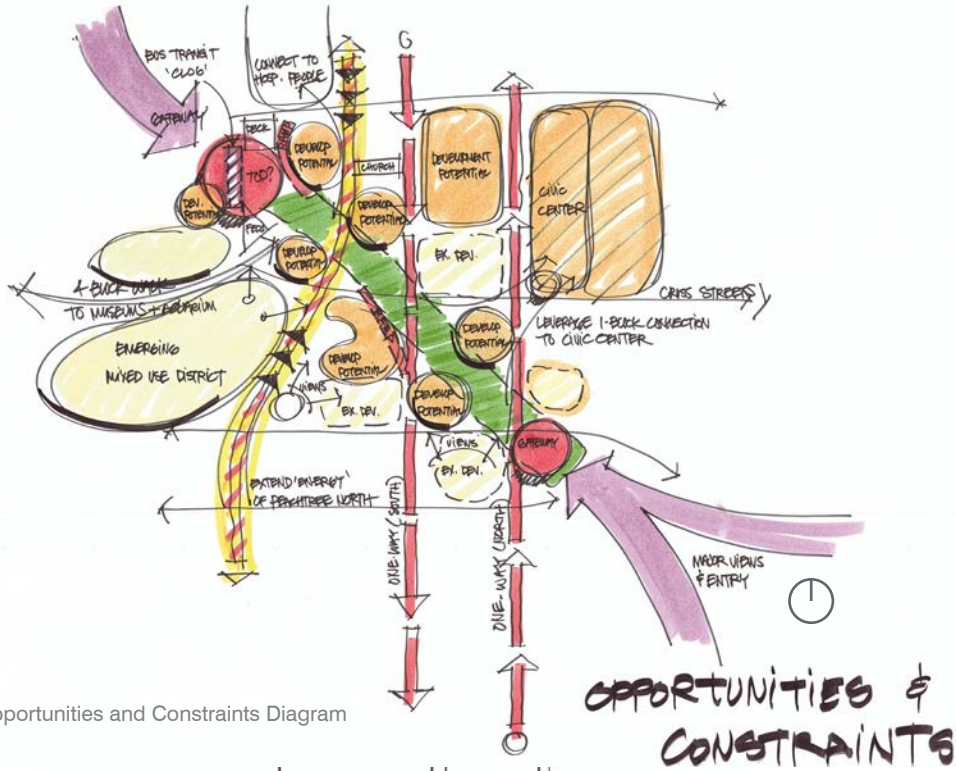


Stitch Site Visit: Looking out to interstate on Peachtree St

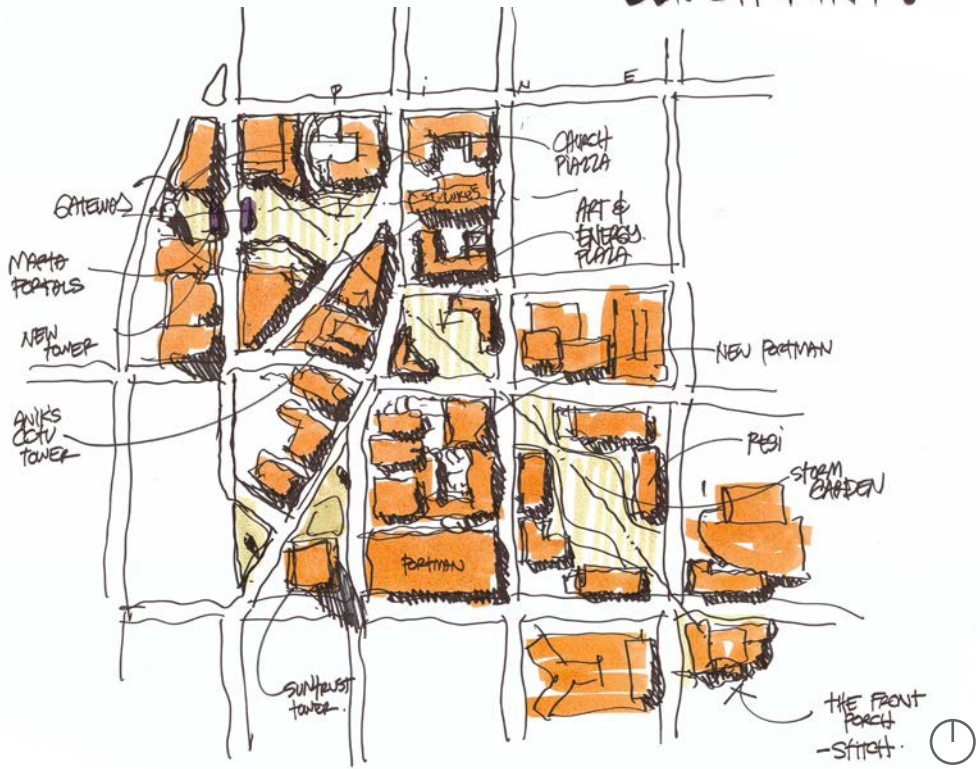
APPENDIX PROCESS

Sketches

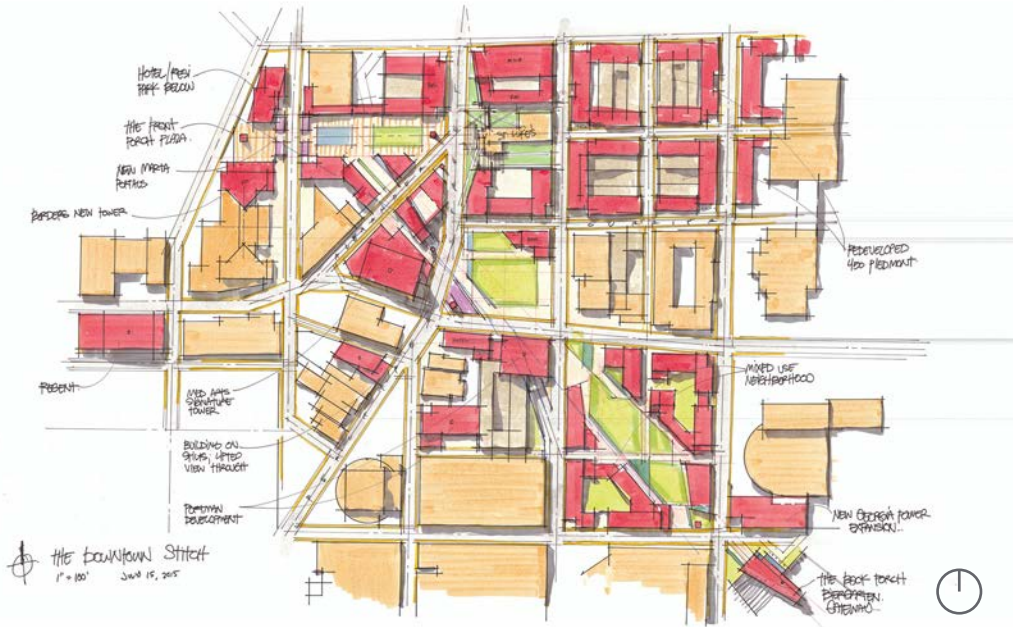
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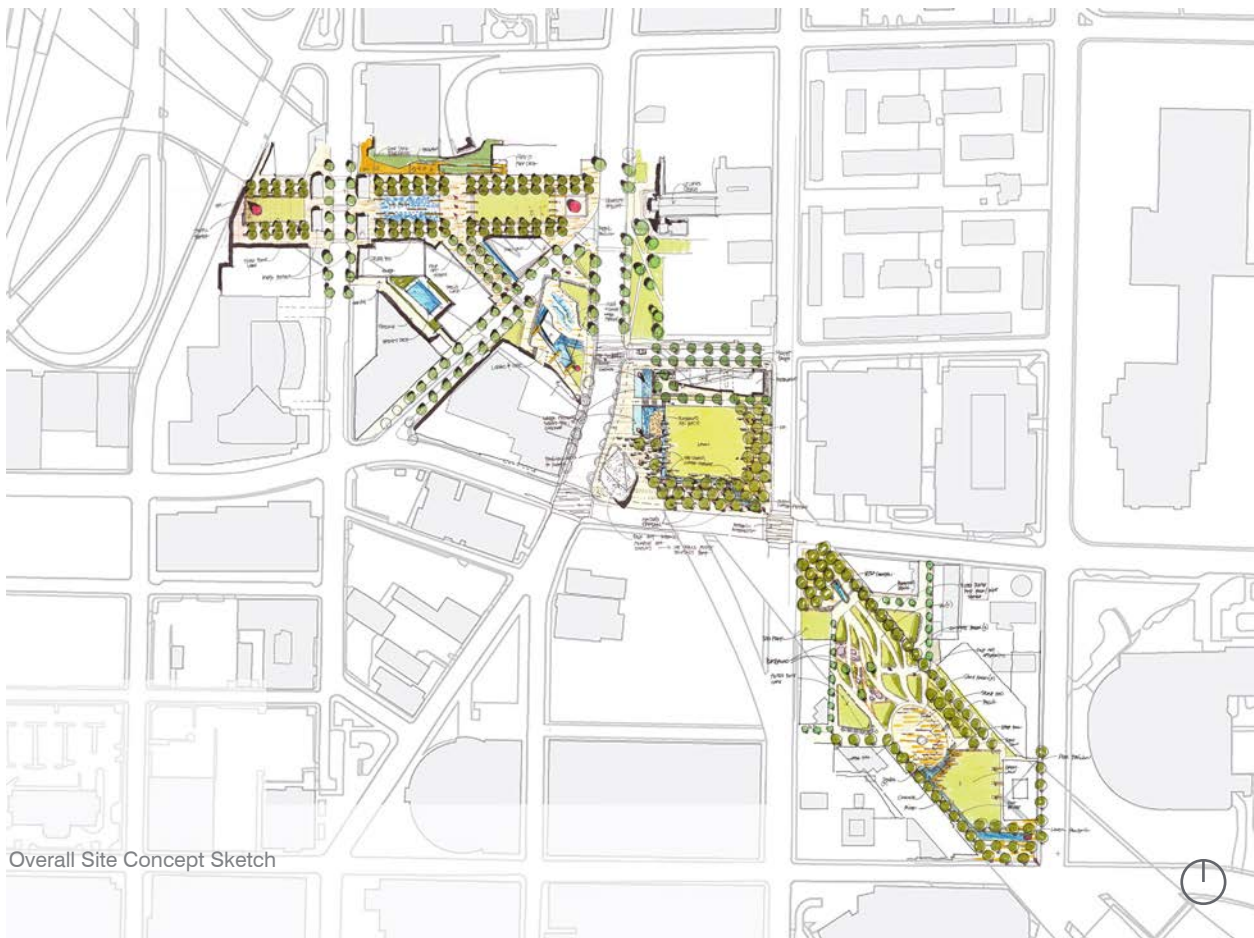
Opportunities and Constraints Diagram



Workshop Concept Sketch



Urban Framework Concept Sketch

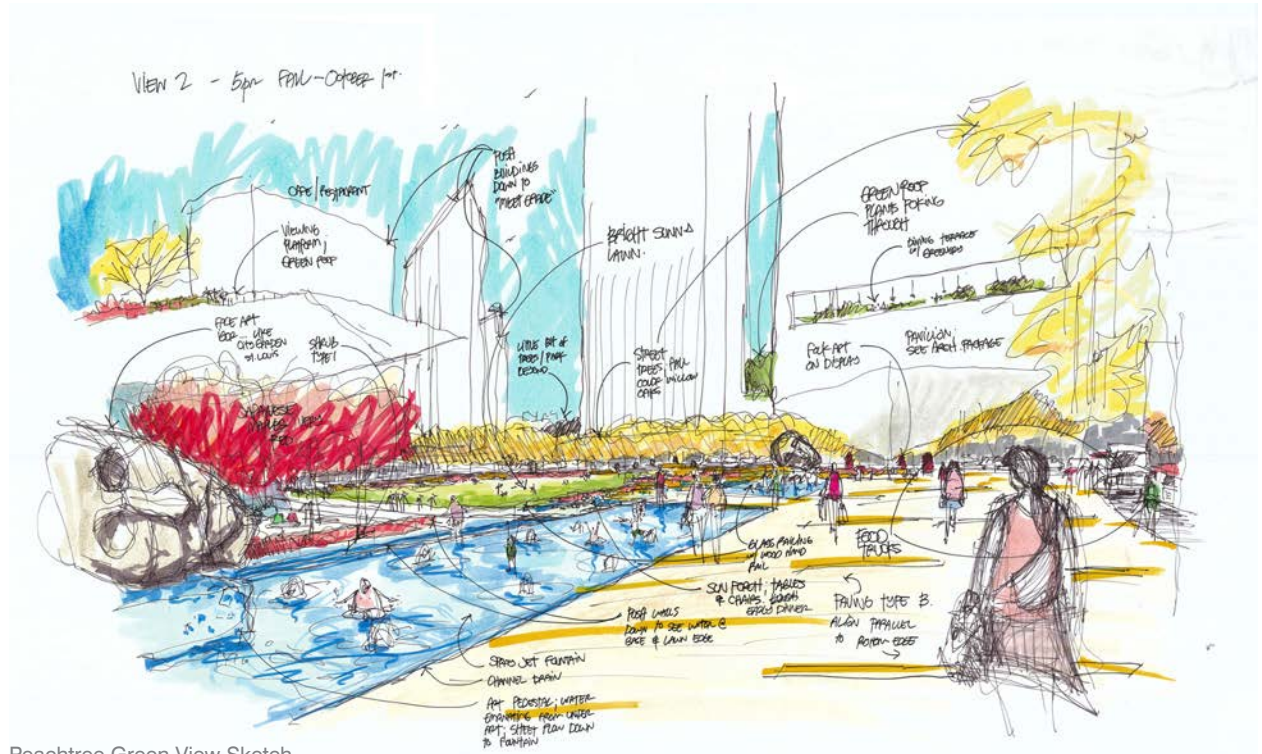


Overall Site Concept Sketch

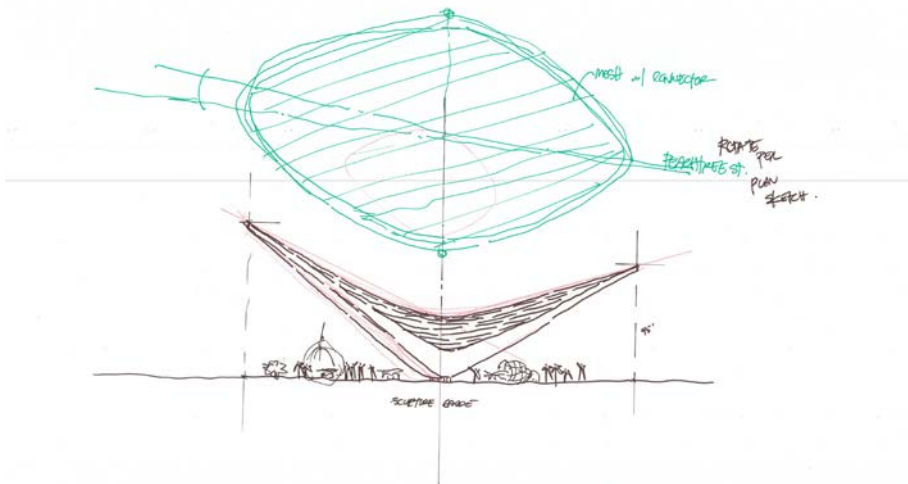
APPENDIX PROCESS

Sketches

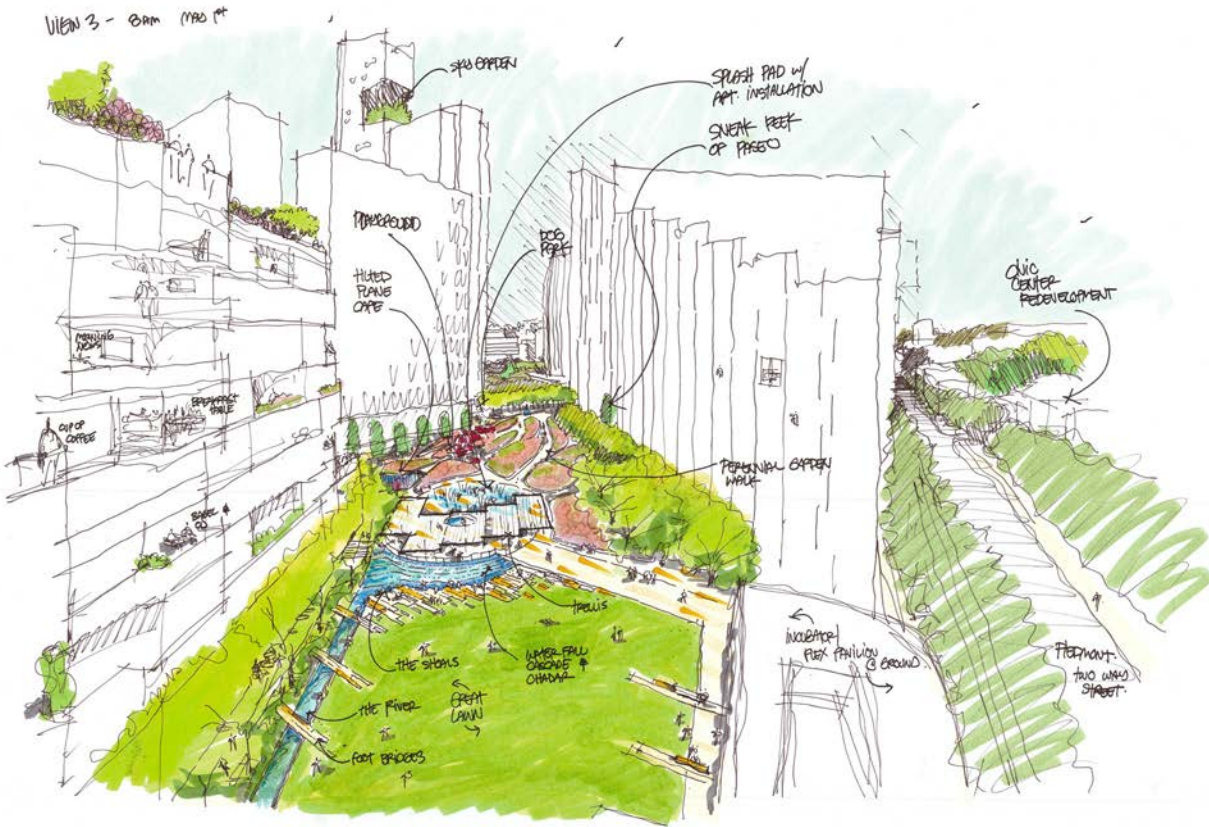
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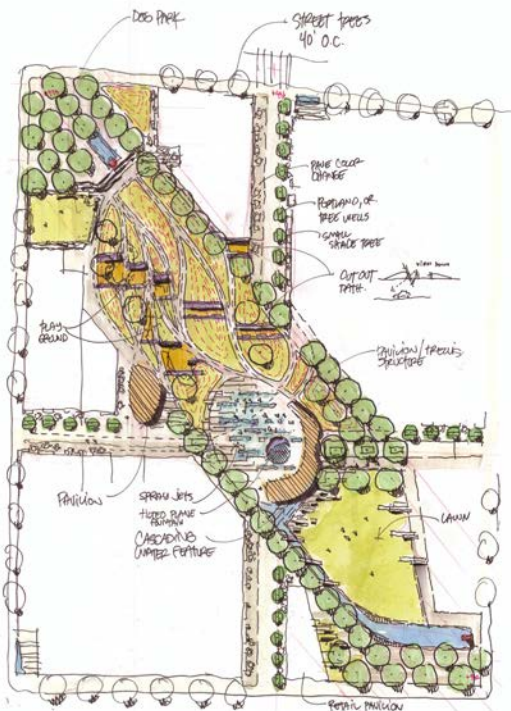
Peachtree Green View Sketch



Iconic Pavilion Sketch



Energy park View Sketch



Energy Park Landscape Concept Sketch

APPENDIX

Next Steps

112 The following is an outline of the next steps to advance The Stitch vision:

- Survey – A detailed survey of the project area and potential redevelopment areas should be undertaken and/or compiled. This step may require a substantial amount of time, and therefore, should begin as soon as possible.
- Technical Feasibility Study - A comprehensive study of the site, program, design, engineering, funding and outreach considerations of the vision plan should be undertaken to better understand cost, scope and potential challenges before the commencement of detailed design work. This study should include:
 - Stakeholder and Visioning Workshops – Bring together state, federal and local stakeholder groups to highlight challenges, opportunities and constraints. The workshop will establish a clearer picture of the public process moving forward, documented stakeholder goals and a core team of partners and subject matter experts to support the planning process.
 - Communications Strategy and Outreach - Development of a public engagement plan and strategic communications plan will be required to build consensus, initiate a public sense of ownership in the process, and to find a champion for the project.
 - Funding Strategy - Development of a funding strategy for both capital and operating costs should be undertaken, and include both sources and uses in addition to funding approach strategies.
 - Planning and Concept Design – This task will provide the basis for the final design and engineering. It is a complex exercise that builds upon and refines the Vision Plan. This phase will include stakeholder involvement to determine programming goals, surveying existing conditions, preliminary design and engineering, cost/ budgeting and phasing. This phase will provide the basis for the final design.
- Final Design and Engineering – This stage will provide the contract documents and specifications for construction.
- Construction – The construction stage will include bidding and supervision.
- Celebration – With the cutting of the ribbon in the not so distant future, the foundation will be laid for Atlanta’s next great neighborhood.

Order of Magnitude Cost Approach

The technical feasibility study - the immediate next step for The Stitch - will provide a deeper look into the technical, funding and economic perspectives. During this next stage of study, and running parallel with the effort to develop the design, a more detailed project budget estimate should be prepared.

While all projects have unique constraints and challenges affecting construction cost, for purposes of this study benchmarks were used to develop a cost per acre estimate for construction. The cost per acre was applied to the total fourteen acres of the study area. The cost per acre includes all site improvements and structures for the respective park spaces and redevelopment platform.

The table below is intended to provide an initial understanding of potential cost to inform stakeholder decision-making, and to initiate early fundraising efforts. Any air rights development associated with the vision for The Stitch are not considered a part of the costs below. Running concurrent with a fundraising strategy, the phasing approach developed during the next stages of work will determine the appropriate staging of The Stitch construction to focus initial efforts on the phase with the most impact.

Order of Magnitude Cost Table

	Klyde Warren	Dilworth Plaza	The Stitch
Location	Dallas, TX	Philadelphia, PA	Atlanta, GA
Built	2012	2014	
Acres	5.2	2.6	14.0
Per Acre	\$20,200,000	\$22,200,000	\$22,000,000 estimated
Cost	\$110,000,000	\$57,772,000	\$308,000,000 estimated

Prepared for:



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