

Comprehensive Development Strategy to Implement the Atlanta Aerotropolis

Recommendations for the Mountain View Area



**Urban Land
Institute**

Atlanta

An Urban Land Institute
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As the preeminent, multidisciplinary real estate forum, The Urban Land Institute (ULI) is a nonprofit education and research group supported by its diverse, expert membership base. Our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI ATLANTA

With over 1,200 members throughout the Atlanta region (Georgia, Alabama & Eastern Tennessee), ULI Atlanta is one of the largest and most active ULI District Councils worldwide. We bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs. We share knowledge through education, applied research, publishing, electronic media, events and programs.

TECHNICAL ASSISTANCE PROGRAM (TAP)

Since 1947, the Urban Land Institute has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. Technical Assistance Panels (TAPs) provide expert, multidisciplinary advice to local governments, public agencies and nonprofit organizations facing complex land use and real estate issues in the Atlanta Region. Drawing from our seasoned professional membership base, ULI Atlanta offers objective and responsible guidance on a variety of land use and real estate issues ranging from site-specific projects to public policy questions.

Introduction: The Panel's Assignment

The Mountain View Livable Centers Initiative (LCI) area is a key gateway into Clayton County and is crucial to the County's long-term vision for economic development. Therefore, the Clayton County Community Development Department requested technical assistance for a comprehensive development strategy to determine how Clayton County can maximize economic development, properly brand the area to create a positive perception, create an entertainment district, and ultimately establish Mountain View as a major regional economic engine.

The Mountain View LCI area is located at the northeast intersection of Interstates 75 and 285, east of the Hartsfield-Jackson Atlanta International Airport (HJAIA) and Interstate 75, and currently consists of 408 parcels within 712+/- acres zoned primarily light industrial (please refer to the map below). Property ownership ranges from Clayton County Government (4%) and the City of Atlanta (12%) to private property owners (82%). Due to this prominent location within the Aerotropolis Atlanta area, Mountain View has the potential to become a major economic driver for Clayton County, the Atlanta region, and beyond.

A limited history of Mountain View is available from various sources compiled on Wikipedia. Although brief, the history helps to understand the current state of this area:

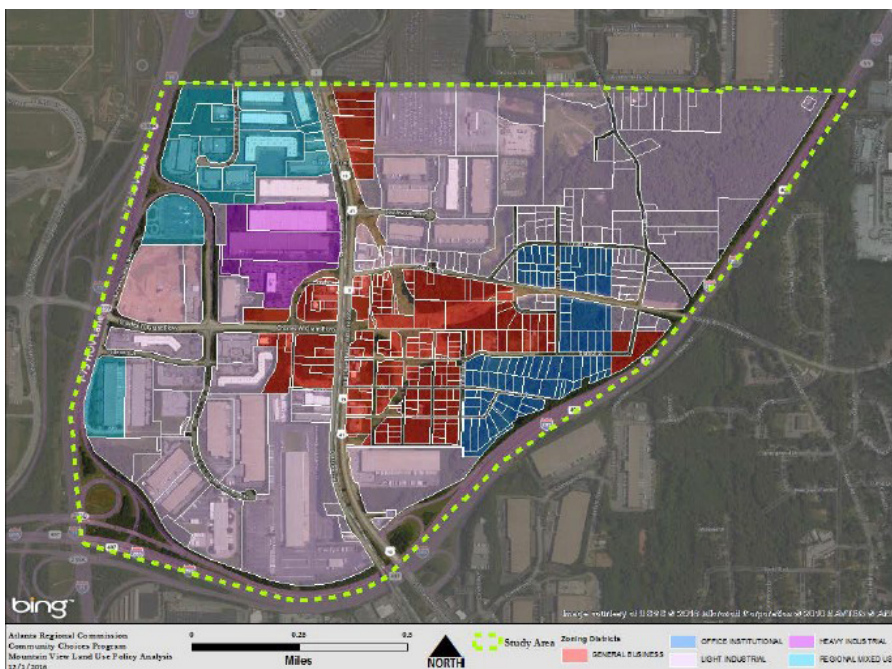
Mountain View was originally named "Rough and Ready" after a local tavern, was a stagecoach stop on the line from Macon to upper Georgia. The town's name was changed when it was incorporated as a city in 1956. and refers to the fact that Stone Mountain is visible 20 miles to the east. The slogan "Gateway to Clayton County" was featured on the city seal. Mountain View was an unincorporated city from 1956 to January 1978, when the Georgia General Assembly voted to repeal the city charter. At that time there were approximately 2,000 residents.

However, long before Mountain View was formally dissolved, the City of Atlanta Department of Aviation actively acquired properties and assisted in relocation of the residential population due to noise impacts from the nearby runways. In 1978 sound expert Dr. Clifford Bragdon called Mountain View the 'most noise-impacted city in the U.S. or Europe.' Despite the constant roar of jet engines, many residents did not want to leave and some homes were taken by eminent domain (https://en.wikipedia.org/wiki/Mountain_View,_Georgia).

The Livable Centers Initiative study for Mountain View was adopted in December 2014 by the Clayton County

Board of Commissioners, which references the Aerotropolis Atlanta Alliance (the Alliance). At the time that the LCI recommendations were drafted, the Alliance was just being formed and their Aerotropolis Atlanta Blueprint research had only begun. The Blueprint is a strategy for the Atlanta region, providing the framework and impetus to transform metro Atlanta's Southside around the airport. It is a visionary, community-derived development plan that intends to leverage the airport as a major asset to drive economic investment, job growth, and quality of life in the area.

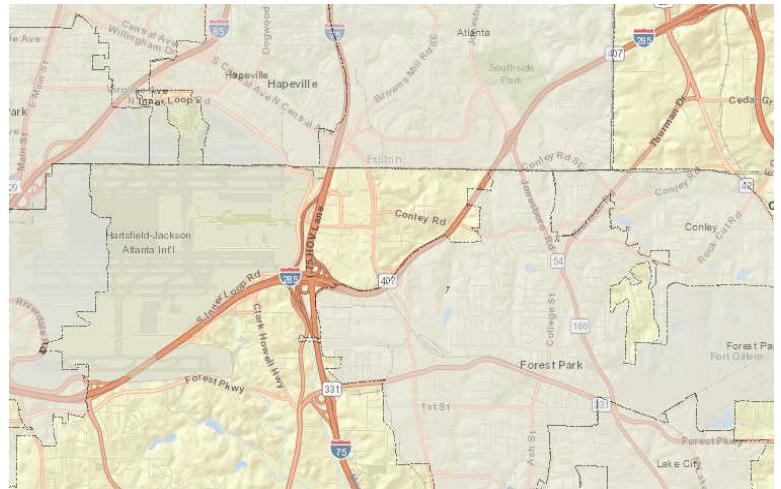
The Atlanta Regional Commission (ARC) led an effort in partnership with local governments, CIDs, and the Alliance



Current Mountain View Zoning Districts

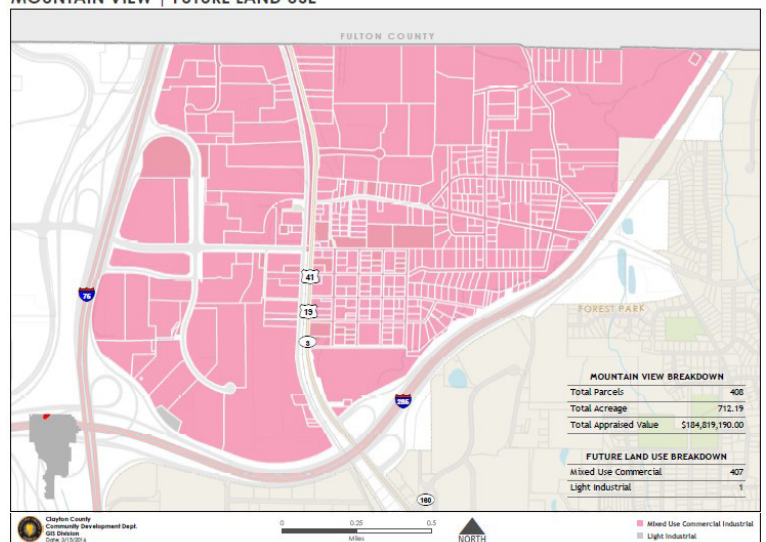
to develop the Blueprint, which was completed and adopted by the Alliance Board of Directors in July 2016. Now, in 2017, it is critical to incorporate the Aerotropolis Atlanta Alliance recommendations into a master plan for Mountain View to establish desired outcomes. Based on the Unified Growth Policy Map ((UGPM) the Atlanta Regional Commission highlights that the Mountain View area is within a Large Water Supply Watershed (A **watershed** is the area of land where all the water that falls in it and drains off of it goes to a common outlet.), which is considered a Regional Important Resource (RIR) The area is also a Regional Center (Regional Centers have 10,000 jobs or more in approximately four-square miles. People travel from around the region to these centers for employment, shopping, and entertainment) and Regional Employment Corridor and the ARC has recommended that it should be developed as such.

The Mountain View area is also located within an Opportunity Zone (OZ) and is within a Tier 1 County, providing eligibility for job tax credits and other tax incentives for new and existing businesses which the State offers. Furthermore, there are other economic development incentives available at the local level, offered through the Clayton County Economic Development Department. **The County's desired outcome from this program was to gain clear guidance on how to go about laying the land-use and zoning foundation which will foster economic development that the Mountain View area can sustain.**



The Atlanta Regional Commission highlights that the Mountain View area is within a Large Water Supply Watershed, which is considered a Regional Important Resource. The area is also a Regional Center and Regional Employment Corridor, signifying the importance and opportunity ARC sees in this area.

MOUNTAIN VIEW | FUTURE LAND USE



Clayton County Community Development Department Future Land Use Map

Unified Growth Policy Map: provides direction for future growth based on the Areas and Places within the region. The UGPM represents local plans as well as The Region's Plan policies and forecasts.

Regional Important Resource: Pursuant to Rules of the Department of Community Affairs, Chapter 110-12-4, Regionally Important Resources are defined as "any natural or cultural resource area identified for protection by a Regional Commission following the minimum requirements established by the Department.

Regional Employment Corridor: according to the ARC's, "A Guidebook to The Atlanta's Region Plan" a Regional Employment Corridor contains 26% of the 10-county region's jobs and 8% of region's population today on approximately 2.25% of the land area.

Four Simple Questions, Many Complex Answers

To assess the feasibility of this project, Urban Land Institute (ULI) Atlanta convened a Technical Assistance Panel (TAP) on March 28 and 29, 2017 through its Technical Assistance Program. The panel consisted of nine ULI leaders with expertise in architecture, commercial development, urban planning, convention design, community improvement districts, and real estate analysis. Specifically, the objectives of the TAP were to advise Clayton County on the following four questions meant to frame the discussion for the desired deliverables:

1. How can Clayton County maximize its economic development impact in the Mountain View area utilizing appropriate existing and/or new land use and zoning tools?
2. Branding Strategy: What strategies might Clayton County use to create a positive perception for Clayton County and the Mountain View area?
3. What is the best way to create an entertainment district (hotels, mixed use housing, night-life geared businesses, and ancillary businesses)? What might that look like?
4. Which of the LCI recommendations are most critical in establishing Mountain View as a major economic engine?

Stakeholders, panelists, and ULI staff convened at the Georgia International Convention Center (GICC) the afternoon of March 28th for a site tour of Aerotropolis Atlanta, including College Park, Hapeville, the International Terminal of Hartsfield-Jackson Atlanta International Airport, and Mountain View. The site tour was guided by Jon Tuley, Senior Principal Planner at the Atlanta Regional Commission. He described the area's planning and development context as we drove through, speaking about the history of HJIAA and how the move to parallel runways was the first in the country and the impetus for buying out the Mountain View area with FAA noise abatement funds. Mr. Tuley also described upcoming development projects, the College Park and Hapeville revitalizations, and the history of the Ford Assembly Plant, Porsche Experience Center (PEC) and headquarters, Chick-fil-A, and Delta in the area. The tour allowed panelists to better understand the locations of the new Delta Flight Museum, the Porsche Cars of

North America headquarters, and the Mountain View site itself, including new roadway connections currently under construction and the history of land ownership. GDOT is currently constructing a new four lane roadway with an underpass that will realign Conley Road with C.W. Grant Parkway, which should be completed in 2018.

Panelists conducted stakeholder interviews. Stakeholders included Steve Berman, founder of OA Development and property owner in Mountain View, as well as Clayton County staff. Kristi Rooks, Partner at retail developer Revel, LLC visited as a guest panelist to offer her insight into what potential retail development could feasibly be brought to Mountain View.

On March 29th the panel reconvened at the GICC for a day of strategizing to answer the four questions posed by Clayton County, as well as to gain insight from outside presenters. First a SWOT analysis was performed to identify the overarching strengths, weaknesses, opportunities, and threats to the site, which are discussed later in the report. Next, Chris LeTourneur, President and CEO and Shawn Williams, Economic Development Planner of MXD Development Strategies shared examples of other aerotropolis (airport-centered) developments around the world and how they are taking advantage of a new economic development paradigm by redefining land use and zoning policy. These regions are leveraging the global connectivity of airports with regional economic niches; in Atlanta these niches are multimedia production, agri-food business, aerospace, warehouse distribution and logistics. LeTourneur and Williams stressed that these regions are not solely focused on air travel, but also ground-to-ground connectivity with intermodal facilities, increased cargo movement, and logistics centers. **Key takeaways are the importance of developing enabling infrastructure, targeting end users by sector, and creating a multi-faceted district that will attract next-generation companies.**

International Aerotropolis Examples



Munich International Airport

A retail and restaurant node, including the Munich Plaza Beer Garden, connects rail stations. Audio and BMW test vehicles are located here, as are 4 and 5-star hotels.



Schiphol Amsterdam Airport

The Central Business District wanted to reinvent themselves; there are now 500 companies located within the airport grounds with some of the highest office lease rates in Europe. The Schiphol Plaza includes landside retail, a hotel, and inter-city passenger and high-speed rail.



Hong Kong International Airport

The Hong Kong SkyCity includes an 8-level, 3 million SF vertical shopping center, 3-4 new hotels, and the “Hong Kong Experience” entertainment and leisure complex.



Vancouver International Airport

The McArthurGlen Designer Outlet at YVR has 240,000 SF of destination retail in phase one, with 400,000 SF and 1,000 jobs expected at full build-out. There is also a mail-processing facility, logistics center, a business park concept, and a proposed mixed-use village with shopping, food and beverage, and entertainment.



MARTA is currently planning an expansion of premium transit into Clayton County. A possible future stop could be within the Mountain View area.

Amanda Rhein, Senior Director of Transit Oriented Development and Real Estate at the Metropolitan Atlanta Regional Transit Authority (MARTA) joined the discussion to present MARTA's current and future Transit Oriented Developments (TODs). The term Transit Oriented Development refers to development that is vibrant, pedestrian-friendly, and genuinely integrated with transit. The Office of Transit Oriented Development & Real Estate is responsible for overseeing MARTA's efforts in driving Atlanta's economic growth. With a mission to leverage and protect MARTA's real estate assets in order to generate revenue, increase ridership and enhance the customer experience, the Office administers and manages all of MARTA's real estate and TOD functions. The long-term vision for the office is to create transit oriented communities that connect people to opportunities, drive sustainable community development and promote regional prosperity.

At this time, MARTA is in the early stages of making plans, though the master plans developed for the area suggest the

location for a potential station within the Mountain View area. The panel found Amanda's insight to be timely and useful in considering how Clayton County could leverage similar development tactics that MARTA implements, in order to achieve their goals for the Mountain View area.

Within MARTA, there are two groups working development near rail stations. The Real Estate group is responsible for acquisition of real estate needed for transit projects, relocation services, establishment of just compensation, property management, property dispositions (sales and leases), transfers to public agencies, property identification and mapping, among other real estate duties. The Transit Oriented Development group oversees MARTA's transit oriented development initiatives. These include the identification of prospective properties to be offered for development and the preparation and evaluation of competitive solicitations; marketing development opportunities, transaction analysis, negotiation and structuring; and development oversight. The panel was able to ascertain that Clayton County is indeed on MARTA's radar for a future TOD, although Amanda could not say what form of transit that development would be centered around, either bus service, light rail, or full train service (or a combination thereof). In addition, the alignment of this rail node is uncertain; there are several possible alignments and station locations being considered but not all pass through or stop in Mountain View. **Stakeholders should consider MARTA's land acquisition and development tactics as a model, work closely with MARTA to determine the best location for a station, and consider future ROW needs and support MARTA is station area planning.**

Executive Summary



International terminal at Hartsfield-Jackson Atlanta International Airport

The following report describes the Technical Assistance Panel's discussions, analysis and recommendations for the Mountain View area in Clayton County, GA. The panel felt that this is a highly significant initiative due to the site's proximity to Aerotropolis Atlanta and its potential as a catalyst for the region. At the outset, panelists recommended that stakeholders keep an open mind about the potential for this site, and consider that it may need to develop organically over the years, encompassing a variety of uses. To be best positioned for success, stakeholders should move forward with land assemblage. Developing form-based zoning is also very important, because it will give the county more control while allowing developers flexibility in use. This will likely require updates to the existing ordinance. It is also imperative that one or more dedicated staff and/or consultants are hired to shepherd this project, with responsibilities to lead the economic development

effort, acquire land, market the region, help to select and engage a master developer, and serve as the liaison between all stakeholders.

This report includes findings of a brief SWOT Analysis the panel performed, answers to the four questions posed by Clayton County and concludes with short- and long-term recommendations to encourage successful future development. The Panel recommends that progress begin immediately to ensure the success of this important regional project.

The key players in this study are Clayton County, the Airport, City of Atlanta, Aerotropolis Atlanta Alliance, the Aerotropolis Atlanta Community Improvement Districts, the Atlanta Regional Commission, and MARTA.

Panel Findings and Recommendations – Results of the SWOT Analysis

Part of the Panel's process includes identifying the Strengths, Weaknesses, Opportunities and Threats (SWOT) posed to the Mountain View area. This aids the Panel in formulating recommendations for moving forward. The issues the Panel found most significant are:

Strengths

A major strength is the existence of the Aerotropolis Atlanta Alliance, of which all parties are already vested, but most importantly Clayton County Office of Planning, Zoning and Sustainability, and the Development Authority of Clayton County (DACC). The Mountain View area already has good utility infrastructure with adequate existing water, sewer and power utilities running throughout the area, which will be a major draw for developers. Although it may need to be improved upon, it is a strength that the infrastructure is in place and there is sufficient capacity for new development.

Another strength, that is somewhat unique to this area, is the lack of dissenters. As no one currently resides in the area, it is unlikely that dissenters will emerge to protest any development in the area. Rather, players have relatively free range to move forward with development.

Although there are no residents, there are 3 million square feet of buildings in the area that have been developed over the years. The 700+ acres of land within the Mountain View area are controlled by many different owners which may pose a problem when trying to acquire land. That being said, there is quite a large volume of publicly controlled land, which is already owned by either Clayton County, the City of Atlanta, or HJAIA. This should make acquisition of this land easier. Clayton County alone owns 26 acres so they could theoretically begin controlling their own destiny in the very near future.

When considering location, the Mountain View area is in a prime location as it is adjacent to the HJAIA International Terminal and has 3 interstate access points. Its proximity to the Porsche Innovation Center and other development around the International Terminal is also a strength.

Summary of Strengths:

- Good utility infrastructure
- Lack of dissenters
- Large volume of publicly controlled land
- Prime location

Weaknesses

Weaknesses for the area begin with its image, as there is a lack of identity, lack of awareness, and poor public perception of the area. Lack of visibility is another hindrance, as the area is tucked away and somewhat forgotten. The panel believes that the name of Old Dixie Highway has a negative connotation and measures should be taken to have the name changed.

Fragmented land ownership is also a problem that will make assembly of additional cohesive parcels for future development difficult. Because the majority of land is not owned by Clayton County, but rather the City of Atlanta, HJAIA, and numerous private owners, a great deal of effort must go into researching ownership and attempting to consolidate these parcels.

Although the lack of a residential population both in Mountain View and nearby communities is a strength in one sense because it may allow more freedom, it also creates a void for use of future development. "Rooftops," as developers call them, mean people are living in an area creating traffic and driving use of retail, restaurants and services. In the case of Mountain View, lack of density, or rooftops, creates a void that must be filled to support anything other than destination real estate.

Another weakness is that appropriate zoning is not currently in place, leaving too much uncertainty and risk for future development that is not in alignment with the plans for the district. The site is currently zoned for 20th century land uses such as light industry, but 21st century development opportunities are available. The panel believes zoning should be more specific to address the county's objectives and avoid uses that do not contribute to the greater vision for the district.

Finally, the area currently lacks a local championing body that will take leadership in moving this effort forward.

The panel believes this is a catalytic site, one of the most important in our region, and there must be an entity to lead the effort, a local community champion.

It is important to note that much of the Mountain View land may not be able to be used for residential for a number of reasons. Even though noise abatement measures in both aircraft and building materials have significantly improved over the last 40 years and residential use could again be viable, it is highly unlikely and fraught with challenges, including legal ones. That being said, there may be some outlying areas of the site that are not owned by HJAIA that could be developed in such a manner.

Summary of Weaknesses

- Lack of identity
- Lack of awareness
- Poor public perception based in its past history
- Lack of visibility
- Name of Old Dixie Highway
- Fragmented land ownership
- Lack of a residential population
- Appropriate zoning is not currently in place
- Lack of a champion body

Opportunities

Atlanta's economy is strong and "now is the time" to be developing in Atlanta. Clayton County should seize the opportunity before this development cycle runs out of runway. There are many opportunities to harness the existing Aerotropolis Atlanta structure, which is already making great strides to create a cohesive airport area. The Stakeholders should utilize existing economic development tools such as Tax Allocation Districts (TADs), Opportunity Zones (OZs) and Free Trade Zones (FTZs) to lure developers. Restructuring the zoning and advertising these economic tools could potentially make the area significantly more attractive for developers.

Following are some examples of the economic development tools available in the area.

Economic Development Tools

Mountain View's **prime location adjacent to the Airport and only minutes from downtown Atlanta** is a key opportunity that must be leveraged. Porsche recently moved their North American headquarters to Hapeville, taking over part of the old Ford Assembly plant site; the fact that **Porsche is at the doorstep of the Mountain View area** is a great catalyst for innovative growth. After Porsche announced their relocation, Delta invested in their own front

A **Tax Allocation District (TAD)** is established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development. Typically, upon creation, TADs have vacant commercial and residential properties, blighted conditions and numerous vacant buildings or are in need of significant environmental remediation.

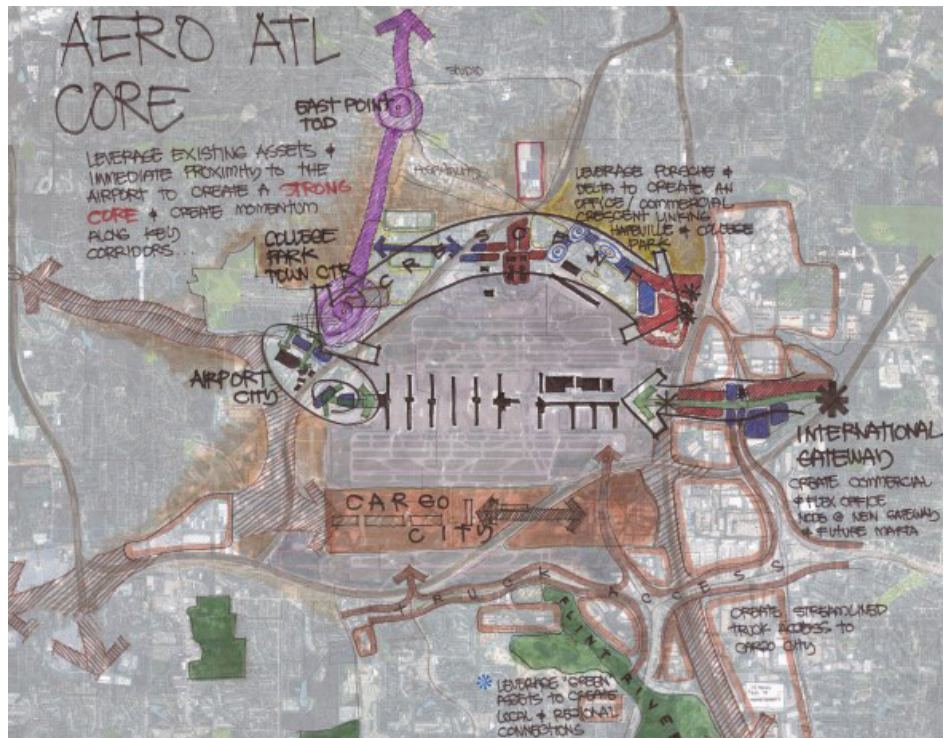
An **Opportunity Zone (OZ)** is an area: within or adjacent to a census block group with a poverty rate of 15 percent or greater; within a State Enterprise Zone or Urban Redevelopment Plan area; that displays pervasive poverty, underdevelopment, general distress and blight. Local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas can now qualify those areas for the State's maximum job tax credit of \$3,500 per job. The incentive, which is available for new or existing businesses that create two or more jobs, is a Job Tax Credit which can be taken against the business's Georgia income tax liability and payroll withholding tax.

A **Free Trade Zone (FTZ)** is a specific class of special economic zone. It is a geographic area where goods may be landed, stored, handled, manufactured, or reconfigured, and re-exported under specific customs regulation and generally not subject to customs duty. Free trade zones are generally organized around major seaports, international airports, and national frontiers—areas with many geographic advantages for trade.

door to their headquarters with the newly renovated Delta Flight Museum, which can also be used as an event space. In addition, Delta Headquarters are nearby, with over 30,000 employees on 80 acres, a great potential to drive business in the Mountain View area. Because of this prime location, **MARTA is currently planning an expansion** of transit into Clayton County. As discussed above, a possible future stop could be located within the Mountain View area.

Another opportunity here is the **potential for quality of life enhancements** that are already underway in the broader Aerotropolis area such as the Gateway Center (new Hawks NBA G-League Arena to open for the 2019 season), the Georgia International Convention Center (the 2nd largest in the state with room to expand for Class A office space), and 2 forthcoming 5-star hotels (Renaissance and Intercontinental); travelers will be able to walk directly from the Domestic Terminal to one of these hotels. The other is adjacent to Porsche. Another bonus is the proximity to College Park and Hapeville's historic downtowns which have seen their own revitalization in the past few years. These are both successful examples of Main Street programs that have invested heavily in the arts and their history, positioning themselves well for the future.

The region already has a good **hotel/tourism base** due to its proximity to the airport. In addition, the Aerotropolis Atlanta Alliance has identified 5 industry clusters in the MXI district: multimedia production; agri-food business; warehouse distribution; logistics; and aerospace. Pacific Ventures studio is opening in Clayton County, a 40K SF, \$12 million project. This is an economic development win for the south side and demonstrates that there is a viable ecosystem for the film industry. In terms of agri-food industry, the "Golden Triangle" is anchored by the Coca Cola syrup plant, the State Farmers' Market in Forest Park, and the new Kroger Distribution Center at the Gillem Logistics Center (formerly Fort Gillem).



An opportunity in Mountain View is the potential for quality of life enhancements that are already underway in the broader Aerotropolis area.

Also, the **ATLNext development** is a \$6 billion investment by HJAIA over the next 20 years designed to boost capacity, renew and replace existing facilities, and enhance HJAIA's aesthetic appeal. These projects will help secure HJAIA's position as the world's most traveled and efficient airport. Exterior improvements will include attractive new canopies that will also serve as protective cover over the arrival/departure lanes and new short-term parking decks to replace the 30-year-old existing ones. Inside, a terminal modernization program will commence, as will window replacement for enhanced viewing areas, modernization of concession areas, and expanded Concourses. Currently the International Terminal ends with Concourse F, but G and H will be added. ATLNext is expected to present the airport as a beautiful and welcoming entrance to the entire region that should be used to spin off other development. The plan also includes new air cargo and Airport City development (hotel and office).

Summary of Opportunities

- Existing Aerotropolis Atlanta structure
- Existing economic development tools
- Prime location adjacent to the Airport and only minutes from downtown Atlanta

- Porsche is at the doorstep of the Mountain View area
- MARTA is currently planning an expansion
- Potential for quality of life enhancements
- Hotel/tourism base
- ATLNext development

Threats

Finally, there are key threats that could hinder progress in the Mountain View area. These are issues that stakeholders should be aware of and actively work to mitigate. There is certainly the threat that land will not be developed for its highest and best use in the near term, which will limit opportunities in the future, as future highest and best use will certainly be better than what it is today. Players must set the bar for new development higher than it is today. Additionally, the current demand for industrial and distribution space is driving significant traffic on the south side of Atlanta, but this may not be what Clayton County wants to see on this site. Also, the panel noted that there has been a lack of long-term commitment in governance in the past, due to issues like staff turnover, with the threat being that a lack of day-to-day commitment and oversight going forward can stymie the program. Lack of control of privately owned sites is certainly also sure to hinder progress, so steps must be taken immediately to research titles and assemble cohesive parcels.

Summary of Threats

- Land will not be developed for its highest and best use
- Demand for industrial and distribution space
- Lack of long-term commitment in governance
- Lack of control of privately owned sites



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Panel Findings and Recommendations – An Answer to Client Questions

Question #1:

How can Clayton County maximize its economic development impact in the Mountain View area utilizing appropriate existing and/or new land use and zoning tools?

Zoning, Land Acquisition and Assemblage

To maximize economic development, the panel recommends that Clayton County change the existing zoning for the Mountain View area, which is no longer useful or compatible with the current vision for Mountain View. The zoning currently in place is CB (Community Business), L-1 (Light Industrial) and G-B (General Business). G-B districts are owned by the public and are established to provide a land use category for a diversity of commercial uses that provide products and services on a regional level. The strategy should be to **create a new comprehensive Zoning District (or overlay)** that incentivizes new investment in a way that is compatible with the vision for the area. The zoning evaluation should be rigorous and should consider **the development of a new form-based zoning code or zoning overlay for the district**, which could allow flexibility for developers while giving the county a significant level of control of future development as well. A form-based code is a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. Recent models to study and follow that are good examples of a “district” approach in Atlanta region include the Ford Assembly Plant, where Porsche North America Headquarters is located, and The Assembly (former GM property in Doraville).

Implementing form-based zoning in Mountain View will help to remove uncertainty and exclude undesired uses, mandating street layout, even block-by-block. It can provide for flexible uses and/or districts, but place limits on certain uses in certain locations. It can allow identification of future catalytic infrastructure and transportation projects, and incorporate Federal Aviation Administration (FAA) rules for the area.

Timing for Rezoning, Land Acquisition and Assemblage

In the short term, the panel recommends that Mountain View **maintain the current rezoning moratorium** and consider a **moratorium on building permits** to prevent new projects that are not in concert with the long-term vision for the district from moving forward. This moratorium should be 6 to 12 months and should be timed to coincide with development of a new zoning ordinance for the district. This will provide the opportunity to carefully consider and implement proper zoning and planning.

During that timeframe, a vigorous attempt should be made to survey all property owners and settle title on land, with title research and clearing, to set the stage for acquisition. Land acquisition should be targeted and strategic, focused on an achievable core rather than buying all throughout the district. Specific research should be conducted into land owned by the City of Atlanta in order to better ascertain potential limitations and opportunities. Ideally the City of Atlanta will willingly participate in a coordinated effort. **The panel strongly suggests to initiate the zoning process immediately, concurrent with acquisition of land.** Each of these measures will provide more administrative control for the County.

Zoning Process

A Steering Committee of local stakeholders should be assembled, including the Development Authority of Clayton County (DACC), Clayton County Planning and Zoning, the Aerotropolis Economic Development Collective, the Mountain View Alliance/Implementation organization, major property owners, potential users and investors, as well as the City of Atlanta.

Incorporate a public process and **utilize outside resources including an outside consultant** to assist with these efforts to move the ball forward. That said, this must be driven locally with direct local input, not at the county level by the DACC. Examples to learn from include the Midtown Alliance and the Buckhead CID, which are not driven by the City of Atlanta.

It is of note that Mountain View has been in a Tax Allocation District (TAD) since 2011 that currently has approximately \$700,000 in accumulated revenue. New development in the area will “jumpstart” the TAD. **These TAD revenues could potentially be used to hire staff to begin pursuing the recommended measures.** Clayton County should consider where to house this future staff.

Zoning as a Tool

As mentioned, the focus should be on developing a “form-based” code or zoning overlay district based on the approved masterplan for the area that would regulate the shape, look and feel of development rather than specifying land use in the Mountain View Area. Such a tool seeks to manage “unpredictability” in the market by providing consistent building form and character despite varying uses. A form-based code for Mountain View will create a formalized “regulating plan” that accomplishes the following:

- Outlines the future layout of streets, blocks and public open spaces
- Locates and differentiates “districts,” defining how the districts vary and establishing design requirements for each district
- Creates wide flexibility in uses generally, but potentially limits a few uses specifically
- Identifies key catalytic transportation/infrastructure investments such as roads, trails, parks, etc.
- Incorporates FAA rules that limit development
- Incorporates construction standards for noise abatement
- Identifies and targets the few areas available for residential development

Players should look to regional models for examples such as Downtown Woodstock and Assembly, the former Doraville GM site where industrial uses were managed, building setbacks were minimized and parking requirements were reduced. All of these measures will restrict or control incremental development in order to create a cohesive district or districts that can grow with a vision and increase the overall value of land.

Question #2: What strategies might Clayton County use to create a positive perception for Clayton County and the Mountain View area?

Branding Strategy

Lack of identity and visibility can be addressed with new branding. Future branding should build on strengths and tie into the existing narrative that is already being presented to the public. The name Mountain View should be dropped. A new name would relieve the area of any negative public perception based on the history of the area and refocus the image to the positive attributes of its excellent regional location.

Mountain View could be co-branded as part of Aerotropolis Atlanta, as this already has a strong identity and a broader message, in addition to being a gateway to Clayton County. The region needs to be sold as a whole. Clayton County’s role is to reduce friction in the redevelopment process, plant the seed, and harvest the reward. **The panel suggests capitalizing on the airport and Aerotropolis names, branding this area within Aerotropolis as the “International Gateway,” or a similar name that connotes a progressive, diverse, high tech and welcoming destination, that also alludes to this being a gateway to Clayton County.** The panel recognizes the importance of a separate identity for this district that recognizes the connection to Aerotropolis, but also establishes that it is a distinct location and future destination.

The proximity to Porsche is a good start for branding efforts, as it gives the perception that innovation and quality is a priority. In addition, MARTA branding should be leveraged once they enter the area. Another recommendation is to **use existing infrastructure such as bridges and overpasses for branding purposes.** Think of the new Peachtree Street bridge over the Downton Connector, and that over Jimmy Carter Boulevard, which are used as a stunning visual cue that you are entering a specific area, therefore creating a sense of place. **Signage, wayfinding and landscaping on key corridors** is also very important, as this area around the airport can be quite cumbersome to navigate and lacks aesthetic qualities. The visibility of sites such as the Aviation Museum should be increased with physical marketing, branding and signage. In the future, the use of the name International Gateway

(or other appropriately branded) MARTA Station should be encouraged.

The panel believes it would be beneficial to **hire a marketing and branding consultant** to collaborate with the County and the stakeholders in the district to re-brand the area, perhaps including multiple partners such as the existing CID and Aerotropolis Atlanta Alliance.

Also, the Clayton County Economic Development Department should **begin contacting key stakeholders to form the Mountain View Alliance**, which the LCI calls for, and should pursue **expanding the boundaries of the Aerotropolis Atlanta Community Improvement District (CID) to encompass Mountain View** with stakeholder and Board support. The CID can assist in incorporating and seeking funding for infrastructure, signage and other aesthetic improvements in the area. The message needs to go out that this is a priority for the county, so pulling in outside partners will go a long way toward that end.

Economic tools that should be promoted to sell Mountain View are its status as a Tax Allocation District, an Opportunity Zone, a Free Trade Zone, and Enterprise Fund, with modernized zoning.

Additionally, Clayton County should consider hiring or funding a project manager focused on Mountain View. Perhaps the Aerotropolis Atlanta Alliance could assist in funding or facilities for this project manager. This could be in the form of a 1-3 year grant from the Alliance or other entity. This would also go a long way in demonstrating Clayton County's commitment and involvement in the project. Within 3 years this project manager could work to acquire available land, expand the CID into Mountain View, work on re-branding and identification tasks, perform the statistical analysis that will be needed to sell developers on the area, and promote the project throughout the greater region, "take the project as a whole on a road show" and tout the potential of this area becoming the International Gateway to Atlanta.

Question #3: What is the best way to go about creating an entertainment district (hotels, mixed use housing, night-life geared businesses, and ancillary businesses)? What will that look like?

Transformation

As the panel discussed, the challenge in creating an entertainment district is that there is unpredictability in the entertainment and tourism market and **high risk in focusing too heavily on an "entertainment district" strategy only.** The County and stakeholders should think more broadly and flexibly about what "entertainment" means in the context of Mountain View and Aerotropolis Atlanta. It must play off of the proximity to the airport generally, and the international terminal specifically. In fact, Kristi Rooks of Revel cautioned against focusing too much on retail given overall challenging retail market conditions and because large-scale, destination retail has a limited shelf life and very few exit strategies (reuse strategies) once the retail is defunct. Ms. Rooks also shared that this is a difficult site for retail-heavy development because despite the fact that there is a large workforce nearby and hotel occupants, retail tends to be unsuccessful if there is not a weekend population to sustain it.

That being said, smaller, authentic retail experiences could be more successful in the Mountain View area than conventional big(ger) box and traditional retail alone. For example, after the 2008 recession there was pent up demand for higher income residents to spend their money and the retail market grew with it. Residents within 10 miles of the city travel to Buckhead and in-town neighborhoods such as Inman Park for dining and retail, but they may go to the Mountain View destination if it's desirable enough. It is important to note that these locations, as well as the Goat Farm, College Park and Hapeville discussed here, have authenticity. **Creating authenticity in Mountain View is possible, but it must be carefully crafted and something that is completely unique to the area.**

Case Study:

Brooklyn Flea is a very successful model that has grown into one of New York City's top attractions, operating flea markets from April to October that feature hundreds of top vendors of furniture, vintage clothing, collectibles and antiques, as well as a tightly curated selection of jewelry, art, and crafts by local artisans and designers, plus delicious fresh food. Travel + Leisure, Country Living, Budget Travel, and Fodor's have ranked the Flea one of the best markets in the U.S. and the world.



PodPonics' 100-Pod Model Farm in Mountain View

Next Generation Destination Retail

A unique and related opportunity for Mountain View is through the growing community of “makers” in Atlanta, including the burgeoning multimedia industry that is prevalent on the south side, who need a place to create and reside. As members of the creative/maker community are priced out of the urban core Mountain View’s proximity to the city may be attractive; there could be an opportunity to cultivate that community within Mountain View while also adding character and value to the development overall. The question is, how do you incorporate really inexpensive space for those people that are creating, such as at the Goat Farm in West Midtown or Brooklyn Flea in New York? Ms. Rooks believes there is a large market for this model at Mountain View because it is a way to foster and showcase a creative community without expending a lot of money. For instance, using Mountain View’s existing light industrial infrastructure could be an interesting concept to consider.

As an example of an innovative use of land in the Mountain View district, PodPonics’ former 100-Pod Model Farm was located in shipping containers on site. Each shipping container grew the equivalent of nearly an acre of produce; this crop density makes every step, from seed

to harvest, far more efficient than any other agricultural technique. Founded in 2010 as PodPonics and then reorganized in 2016 under Agrinamics, the company is a tech company that concentrates on precision cultivation of fresh produce tightly focused on optimization of yield and input costs and has emerged as one of the most respected hydroponic farms in the world. Although this site has been closed due to financial issues unrelated to the location, it’s an example of a unique opportunity to better connect with the urban agriculture movement and better foster more uses like this at Mountain View.

Whatever model is decided upon, **a core district should be defined. The panel recommends this district be defined more as an “urbanized suburban” node focused on a potential MARTA station rather an “entertainment” district.** MARTA could do more to drive investment than any other tactic, so the area should be structured to be flexible and open to this opportunity, as well as walkable to allow a variety of uses that will support MARTA over the long-term. Players should also remain open to a wide variety of uses including, but not limited to casinos, corporate headquarters, hotels, recreation/sports and – despite the challenges - destination retail. But as we just discussed, be mindful of the challenges and competition to attract retail and make sure the development plan is not founded in this higher risk proposition. Any retail development should have an anchor that drives the action and takes the pressure off of the smaller parcels to economically support the entire development.

Despite the lukewarm feeling about retail in the current economic conditions, there was another tourism/retail concept floated, being a **premium outlet mall catering to foreign travelers.** This is a concept used in other cities to lure travelers who have long international layovers outside the airport to shop and dine. Of course, being adjacent to the International Terminal, Mountain View is in a prime location for such a development. Successful tourism/retail districts that could be studied are The Woodlands in Houston, TX, The Village of Rosemont located 5 minutes from O’Hare, and the recently opened McArthurGlen Designer Outlets at Vancouver International Airport (see International Aerotropolis Examples sidebar).

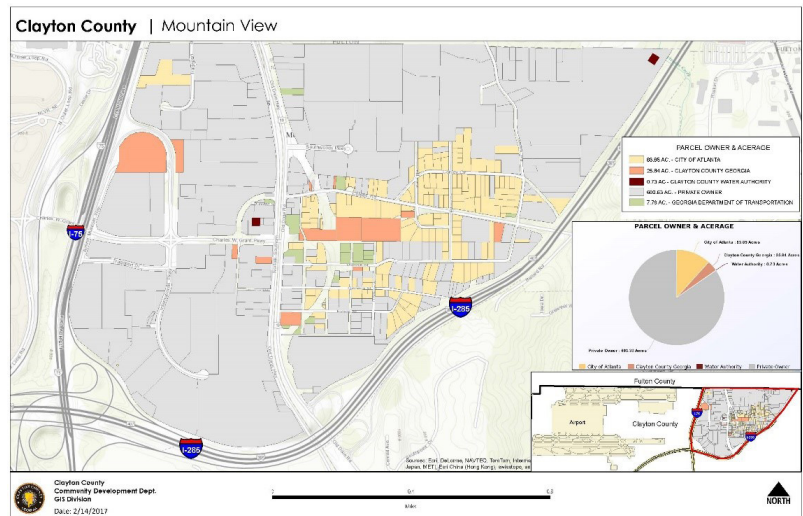
Alternatively, or in conjunction with this concept, a **Fortune 500 company** could be attracted to relocate their

headquarters to this site, similar to Porsche. This would be a unique feature to attract other developers and would meet the important objective to generate employment within the district. The Clayton County Board of Commissioners expressed their interest to see more high paying jobs created, not just service industry jobs, although a mixture of the two would be acceptable. Another large corporate headquarters, particularly an international company that would benefit from proximity to the airport, would provide a strong competitive advantage for employment opportunities. It will be important for the County to make the right investments, and put the infrastructure in place to attract and support this type of user. Transit Oriented Development that leverages the connection to the international terminal could be a component of this strategy.

The panel was inspired by the presentation by MARTA's Amanda Rhein regarding their Transportation Opportunity District (TOD) Principles. **They feel the focus should be to create a "sense of place" in the physical environment by incentivizing density, encouraging a mix of uses including residential if and where it can be obtained, and incorporating iconic public space.**

It is very important to **be thoughtful about parking**, including parking reductions, consolidations (sharing with other businesses) and careful placement. Rather than individual parking lots scattered throughout the area lessening the ability to increase density, a shared parking scenario should be considered. The panel suggested removing minimum parking requirements from the zoning for the area and let the market dictate the correct amount of parking in addition to considering future investment in a shared publicly-funded parking structure. The shared parking structure could be available for public use, utilize a long-term ground lease, and have a 7 to 10 story limit.

Finally, **civic uses should be considered**. For example, is there an opportunity for any consolidation of County facilities? Players should also **demand "authentic" architecture**; in this case authentic is not necessarily "traditional" but rather could mean **international, modern, sleek, and dynamic, with a focus on movement**. Design in



Lank banking is a huge priority, as public owned parcels are in a holding pattern that needs to move forward.

the district should emphasize the proximity to the busiest and most efficient airport in the world to foster this feeling. Porsche is a good example.

To achieve these concepts, a Public-Private Partnership (PPP) strategy with a master developer should be considered, as a project of this size and scope will require both private capital and patience. The primary takeaway from this TAP should be to lay the foundation for successful future development now by implementing zoning tools, acquiring and consolidating land under control of a single entity, and beginning to brand the district as the International Gateway to Clayton County. The subsequent development will most likely follow in an organic manner, but at the high standards that have been clearly established by the stakeholders.

Question #4: Which of the LCI recommendations are most critical in establishing Mountain View as a major economic engine?

Using the Mountain View LCI Study and the Aerotropolis Atlanta Blueprint as a jumping off point, the panelists have outlined their recommendations for development of the Mountain View district. The LCI study's findings were generally in keeping with what TAP panelists wish to see take place in this region, but here we will outline the goals in terms of chronological sequencing based on critical needs.

Some of the important LCI recommendations were as follows:

- Bring in a staff person focused exclusively on Mountain View

- Land acquisition and assemblage
- Overlay district, or Form-Based Code
 - » Address walkability, quality, parking, etc.
- Opportunity zone
 - » Could be leveraged for office/flex use
- Moratorium on zoning and development
- Re-branding
- Regional connectivity – transit, roadway, interstate, interchange
- Avoid a “free-for-all” development strategy by adopting a form-based zoning code

Organization and Dedicated Staff

The sequencing of actions defines priorities. First a public/private partnership should be formed and coordinated with the Aerotropolis Alliance in cooperation with the Enterprise District (Clayton County and City of Atlanta). Clayton County Planning and Zoning should be responsible for establishing the new zoning overlay, while the Development Authority of Clayton County (DACC) manages land acquisition either directly or by hiring a third party agent. The DACC should establish a disposition agreement/Memorandum of Understanding (MOU) with the City of Atlanta and identify key private sector acquisition sites. The DACC, in conjunction with the Alliance, should prepare the master plan and eventually work to recruit and select a master developer. The master plan process should begin during and continue after land acquisition. Once the master plan is completed, the zoning overlay should be revisited and further refined.

The district currently lacks a shepherd, or a “quarterback” of community development that is going to leverage this opportunity and provide some continuity in leadership. Who will fill this role? The Aerotropolis Alliance may be able assist at least temporarily, but it is very important to bring in locally-focused staff to take the reins, championing development in the district. The role of the dedicated staff/organization would be to manage the TAD, leverage resources, acquire and convey real estate (Development Authority’s role). They must coordinate with the City of Atlanta, the surrounding Cities, and the Airport, as well as county leadership and staff. A funding source is needed for this position, as they will be the champion for the developing district and will be responsible for communicating a common vision. The staff/organization should encourage

development through incentives, but will NOT be the master developer.

Land Acquisition

Land banking is a huge priority, as the publicly-owned parcels are in a holding pattern. Plan implementation needs to move forward in the near term, and there are some additional privately-held parcels in key locations that could be obtained to support redevelopment. More control of the properties along Dixie Highway could be beneficial. The City of Atlanta and the Airport Authority hold land in the Mountain View area, which the Development Authority should work to either acquire or develop in partnership with the City. The DACC should approach the City of Atlanta and ATL about this matter – in the 0-1 year timeframe.

In 4 to 5 years a MARTA corridor should be acquired after the current MARTA study is complete. There is a strong case for more property acquisition in this district to support light rail, heavy rail, or other forms of transit. MARTA would typically “overbuy” property, beyond their most apparent needs for a Transportation Opportunity District. There are currently active rail corridors in the district that are owned by Norfolk Southern Railroad Corporation. The panel recommends using zoning and financial tools for infrastructure and to assemble property for future stations. Nearby local jurisdictions should be engaged in this process, as they may be used as collector stations.

Access and Roadway Improvements

GDOT is currently constructing a new four lane roadway with underpass that will realign Conley Road with C.W. Grant Parkway. The project should be completed in 2018. Additional significant infrastructure investments need to be made, in partnership with the stakeholders and GDOT, and it will be important to program future Special Local Option Sales Tax (SPLOST) funds on further transportation improvements in the district. A new 285 interchange at Conley Road is imperative for significant future development, and will require considerable effort to get on the GDOT books so it can be planned and constructed in the future. This important new connection will require collaboration with the other stakeholders in the region.

Implementation Timeline

To prioritize the project's next steps, below is an action plan to guide implementation of the TAP recommendations. The intent is to serve as a roadmap for economic development of the district. Each of these action items are essential in the short-term, mid-term and extended term to keep the momentum going for this regionally important project.

Short-Term Action Items (0-12 months) - *These are the panel's immediate, critical-path recommendations for the county:*

- Provide dedicated staff position, focused on collaborating with stakeholders, plan implementation and promoting development in the district, and dedicate financial resources for property acquisition and planning / zoning effort
- Develop P3 Partnership strategy and establish objectives for the county-controlled parcels
- Begin additional property assemblage process
- Implement short-term moratorium on development in the district and develop New form-based zoning for the district (with regulating plan)
- Re-branding – collaborate with stakeholders to develop the district branding objectives and strategy, preparing to engage a marketing and branding consultant

Mid-term goals (1 – 5 years) - *These are the panel's mid-term recommendations, that will be imperative to keep momentum going in the district.*

- Collaborate with MARTA as they move forward with plans to expand into Clayton County, and support the expansion of transit systems through the district
- Select a master development partner for the county-controlled parcels and implement the P3 Strategy
- Consolidate available economic development tools for development partner, as well as other developers in the district, and implement the zoning for the district
- Expand and grow the Community Improvement District
- Select and hire the marketing and branding consultant to facilitate and Implement the newly developed branding strategy for the area

Long-Term Action Items (6-10 years) - *Here are the panel's recommendations to ensure that the district is well-poised for growth for the foreseeable future. It will be important to begin some of these initiatives in the near-term.*

- Support implementation of MARTA's plans to expand into the district, and encourage new transit-oriented development
- Begin development in the district, in partnership with the selected master developer.
- Collaborate with the stakeholders and GDOT to develop New I-285 interchange at Connelly Road.

ULI Atlanta would like to thank the panelists for their time, energy and passion for ULI, as well as Georgia Power who sponsored the ULI TAP study for Clayton County.

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Panelist Biographies



Joe Allen , Executive Director, Gwinnett Place Community Improvement District

Joe Allen started his career of service to Gwinnett County in the Tax Commissioner's Office, where he served as Director of Administration and then Chief Deputy Tax Commissioner. Later, he was Gwinnett's Division Director of Risk Management and Employee Services.

Joe also spent a number of years as the Director of Public Affairs and Business Resources for the Gwinnett Chamber of Commerce. While at the Chamber, he helped organize the business leaders that later formed the Gwinnett Place Community Improvement District. In April 2006, Joe was named Executive Director for the CID. Joe is married to Melanie and they have two children.



Robert J. Begle, Principal & Primary Designer, Urban Design & Planning, Lord Aeck Sargent

Bob Begle is a Lord Aeck Sargent (LAS) principal in the firm's Urban Design & Planning practice area and is its primary designer. In this role, he has undertaken a wide range of design and planning projects including urban redevelopment plans, community master plans, housing and feasibility studies, facility master plans and architectural design. His comprehensive approach to design seeks to create communities and places that are dynamic, diverse and holistic. It also includes the notion that there are frequently many equally viable ways to solve a problem, each with its own inherent benefits and disadvantages, and that problem-solving is best accomplished in a collaborative manner in which both designer and client bring their ideas and expertise to the table.

In 1997, following three years of deep involvement with pre-Olympic preparations as manager of the Corporation for Olympic Development in Atlanta's (CODA) urban redevelopment staff, Begle co-founded Urban Collage, which in 2013 became a practice area of LAS through a merger of the two firms. His professional highlights include significant experience in housing design, neighborhood planning, zoning and design guidelines, site planning, transit-oriented development, mixed-use village centers, tax allocation districts, Livable Center Initiatives, public housing redevelopment and community participation.

Many of Begle's plans have earned awards from the Georgia Planning Association, the U.S. Green Building Council, the American Society of Landscape Architects, the U.S. Department of Housing & Urban Development and Georgia Trend/Georgia Municipal Association.

In addition, Begle has been a panelist for such organizations as the Urban Land Institute, the ULI Atlanta Center for Leadership, the Georgia Conservancy, the League of Historic American Theatres and the Atlanta Commercial Board of Realtors. He serves intermittently as a visiting instructor, critic and presenter for the Georgia Institute of Technology's College of Architecture and also occasionally serves as a jurist in design competitions.

Begle earned his bachelor's degree in architecture from the University of Michigan and his master's degree in architecture from the Georgia Institute of Technology. It was at Georgia Tech that his interest in city planning took root and also where he was the recipient of the American Institute of Architects' Henry Adams Certificate of Achievement (1993) and Georgia Tech's scholarship for the highest rank in the architecture program (Spring 1992 and Winter 1993).

Begle, his wife and their two children reside in metro Atlanta, in the city of Sandy Springs. In his leisure time, he enjoys cooking, oil painting and reading. He is also an avid sports fan.



Dan Reuter, FAICP, Principal, Reuter Strategy Inc.

Dan Reuter, FAICP has worked to establish metro Atlanta and Georgia communities to become models for planning and development in the United States. Dozens of local governments, non-profit organizations and private development in locations across metro Atlanta and Georgia have received support through the programs and staff that he has managed during the past 29 years.

Dan's roots run deep in Georgia. He is a graduate of the University of Georgia Terry College of Business and Georgia State University Andrew Young School of Policy Studies. Dan has two daughters currently enrolled at Georgia State University.

He has worked in transportation planning, economic development, zoning, and community development in numerous Georgia communities. In August 2016, Dan launched Reuter Strategy Inc., to better leverage his substantial knowledge of metro Atlanta real estate development, planning, and government to support public and private sector clients.



R. Russell Kellogg, President and Managing Partner, Kellogg Brooks Developments LLC

Russ is the President and Managing Partner of Kellogg Brooks Developments LLC and a veteran professional with over 40 years in the design, development and construction of real estate projects around the US and abroad.

Prior to founding Kellogg Brooks in 2004, he was Vice President and Director of US Development for Canadian real estate giant Cadillac Fairview in addition to having held senior management positions with other notable national development companies including JMB Realty (Chicago), Urban Realty (Chicago), Urban Retail Properties (Chicago) and Technology Park (Atlanta).

Russ earned a BofA professional degree in Land Planning and Landscape Architecture from University of Oregon and spent the first half of his career in the design profession with national/international design firms including senior positions with EDAW, Inc. (Seattle and Atlanta) and Kramer Chin & Mayo (Seattle).

During his career, he has received a number of project design and development awards including Jimmy Carter Presidential Library and Freedom Parkway, Stonecrest Master Planned Mixed Use Community (Atlanta Business Chronicle, Mixed Use Project of the Year) and the West Seattle Bridge (ASLA design award).



Adetayo Sanusi, Manager, Investment Management – Commercial, The Integral Group

Ade currently serves as a Manager with Integral's Investment Management team.

Prior to joining Integral, Mr. Sanusi worked for Forest City Enterprises, Inc. for nine years in various capacities, including Strategic Planning & Investments, Accounting, Finance and Commercial Real Estate Advisory and Development. He spent the last two years at Forest City as member of the Master Plan Development team (FIC), a joint venture entity with Forest City Enterprises, The Integral Group and Cousin Properties who developed the conceptual design and master plan development of the proposed Georgia Multimodal Passenger Terminal (MMPT) and its 120 surrounding acres in downtown Atlanta into a mixed-use, walkable and sustainable district.

Mr. Sanusi oversaw the finance team responsible for preparing the \$1.5 billion capital stack for the MMPT project, which included assessing the economic and financial impacts of the master plan elements involved in the transit-oriented development (TOD) project. In addition, he managed the project budget and monitored expenditures for over a dozen consultants working on the project.

Mr. Sanusi holds an MBA degree in Finance and Real Estate from Cleveland State University in Ohio; and a Bachelor of Science in Real Estate & Business Management from Obafemi Awolowo University in Nigeria. He is a member of the Urban Land Institute (ULI) and a Level III candidate in the Chartered Financial Analyst (CFA) program.



Jay Silverman, Managing Principal, Dwell Design Studio

Jay Silverman has more than 20 years of experience working on a wide variety of project types including housing and mixed-use, retail, government, office, interiors, and single-family residential design in Atlanta and the southeastern United States. He is a Managing Principal with Dwell Design Studio.

Jay has a reputation for quality design of high-rise mixed-use towers and multi-building residential projects, as well as urban infill mixed-use developments, including new construction and the rehabilitation and adaptive use of older buildings. He takes pride in directing all phases of a project from master planning and schematic design through construction and completion, as well as finding creative solutions to complex design challenges associated with mixed-use and urban-infill development.

Jay is active in the Urban Land Institute, and as a graduate of the ULI Center for Regional Leadership, has served as co-chair of the Technical Assistance Program Committee and the ULI Atlanta Housing Council.

Jay holds licenses to practice architecture in Tennessee and Georgia. He lives in Dunwoody with his wife and two sons. In his spare time, he enjoys running and coaching his sons' soccer teams.



Robert Svedberg, Principal, tvsdesign

Rob is a principal in the convention center practice, coordinating the activity of an amazing team of architects, designers, programming specialists, sustainability experts and operational researchers who have designed four of the five largest convention centers in North America and three of the most important centers in China. Rob is frequently quoted in industry publications and has spoken nationally and internationally on the emerging trends in the meeting industry and the transformational potential of developing convention centers as vibrant mixed use urban environments. His projects reflect community's values by bring together people, ideas, commerce and award-winning design.

Rice University, Master of Architecture; Georgia Tech, B.S. Architecture

Rob sits on the City of Atlanta's SPI-1 Development Review Commission, the Atlanta West Side TAD Advisory Board, ULI TAP Committee and Marietta Street Artery Association's Land Use Committee.



Jonathan Tuley, AICP, Senior Principal Planner, Atlanta Regional Commission

Jon Tuley has worked in the Urban Planning industry for 10 years. He earned an undergraduate dual degree in Marketing and Management from Lipscomb University and his Masters in City and Regional Planning from the Georgia Institute of Technology.

Jon has experience both in local and regional planning having worked in Franklin, Tennessee and for the Atlanta Regional Commission, where he currently serves as a Senior Principal Planner. In this role,

Jon provides management support for the division, is lead staff and project manager for the Aerotropolis Atlanta initiative, oversees the Developments of Regional Impact (DRI) program, and serves as project manager for Livable Centers Initiative (LCI) studies.



Addie Weber, Urban Designer & Planner, Toole Design Group

Addie Weber is an urban designer and planner with extensive experience leading and collaborating with multidisciplinary teams on numerous livable transportation projects. She has worked with a wide range of clients to develop community-supported, context-sensitive design solutions for suburban and urban environments. She explores the interconnected relationship between land use and transportation in transit station area planning, corridor redevelopment, strategic land planning, and small area plans.

Addie's notable US efforts include: master plans for two subareas along the Atlanta BeltLine, station and corridor planning for Charlotte's Blue Line Extension, station area planning along Denver's North Metro Rail Line, and development of the Aerotropolis Atlanta Blueprint. Her international portfolio includes large-scale structure planning efforts in Australia and the UAE.



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