



ULI's Center for Leadership Class of 2016
mTAP - Fort McPherson



OBJECTIVE AND TEAM



Fort McPherson MILRA has engaged ULI's Center for Leadership Class of 2016 to complete a mTap (or mini Technical Assistance Panel) to aid in the redevelopment of approximately 145 acres that adjoins Tyler Perry studios and together consist of the entire property that formerly operated as Fort McPherson military base.

Team is comprised of ULI's:

- KB Yabuku
- Chene Joseph
- Justin Long
- Ben Hudgins
- John Hardman

PROJECT SCOPE



Our mTap group has been tasked with the following:

- Provide vital data extrapolated from a survey delivered to a specific subset of millennials, with the intent of understanding what it will take to get this demographic to patronize and/or inhabit Ft Mac and the surrounding neighborhoods on a long-term basis (derived from Sizemore and other studies)
- Explore value add ways to leverage the entertainment theme/Tyler Perry Studio attraction
- Leverage the locational features of the property
- Determine the ideal amount of public infrastructure (green space, walking trails, gardens and etc.)
- Determine public safety requirements

CURRENT LANDSCAPE, STAKEHOLDERS, & CONDITIONS



Stakeholders

- McPherson Implementing Local Redevelopment Authority (MILRA)
- Tyler Perry Studios
- Community
- City of Atlanta

Development Issues and Challenges

- Boxed in by transportation infrastructure with little pedestrian access
- Surrounding area suffers from blight, high unemployment rates, vacant buildings, low median household income (\$24,658), per capita income (\$14,741) and few amenities

FORT MCPHERSON BACKGROUND



- 500 acres in southwest Atlanta from 1885 until 2011
- Home to a major unit of the Third U.S. Army as well as the headquarters of the U.S. Army Forces Command (FORSCOM)
- In 2005 the federal government announced that Fort McPherson would be closed as part of its Base Realignment and Closure plan
- Exit ceremony held at the base on June 3, 2011



CURRENT STATUS



MILRA engaged several groups to conduct studies

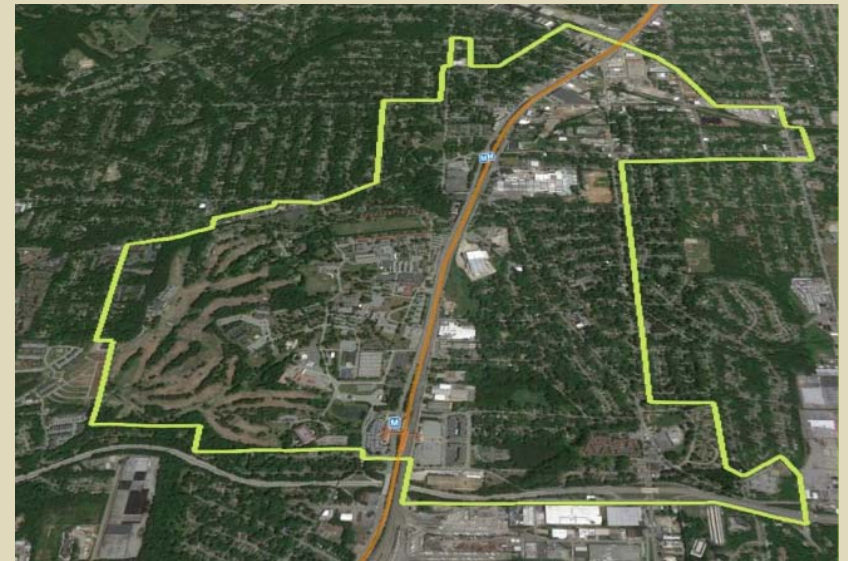
- Noelle Consulting Market Study
- ULI TAP
- Sizemore Group Development Plan

The information produced in these three studies is comprehensive with substantial and well founded recommendations. Our mTAP will focus on enhancing, complimenting and supplementing these recommendations with regard to the issues we've been tasked with addressing.

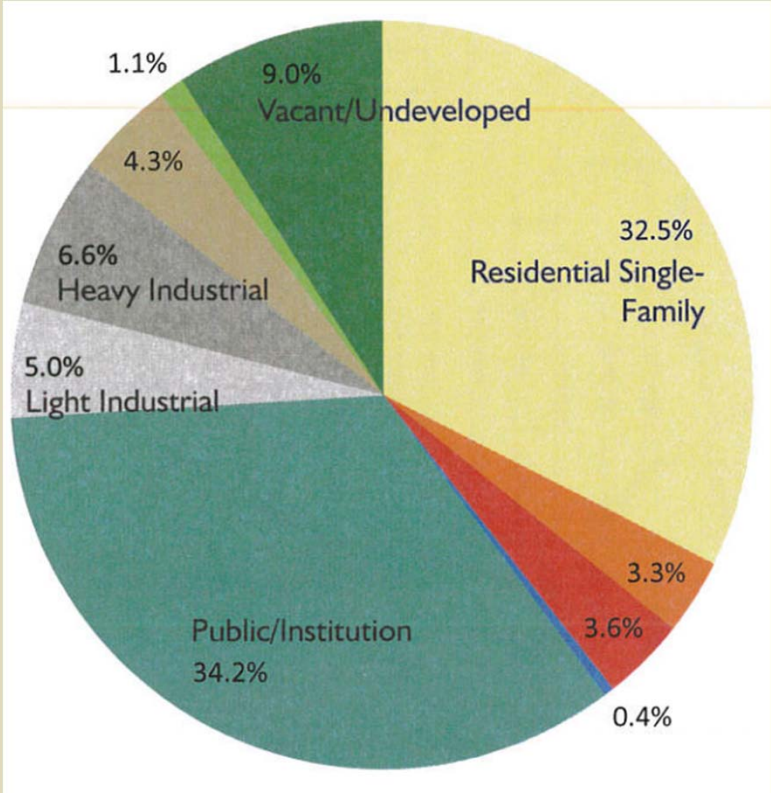
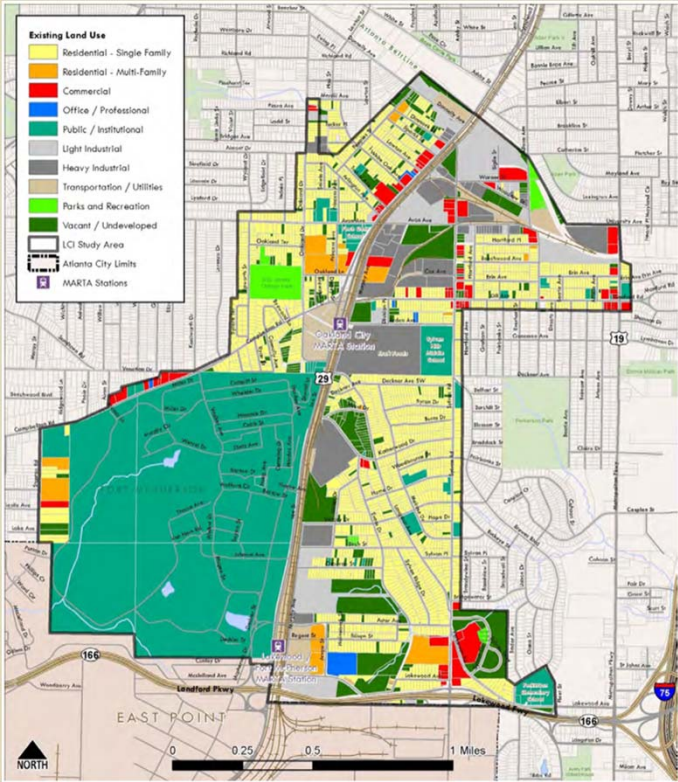
NOELL CONSULTING MARKET STUDY



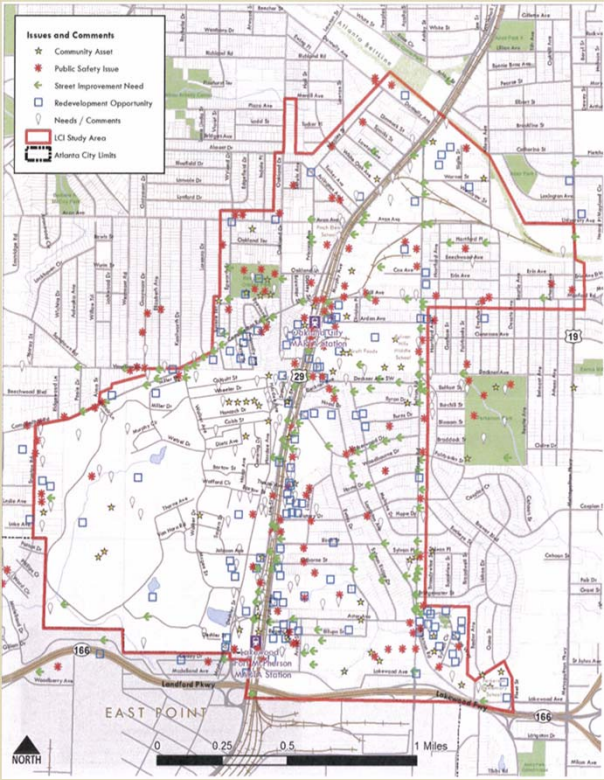
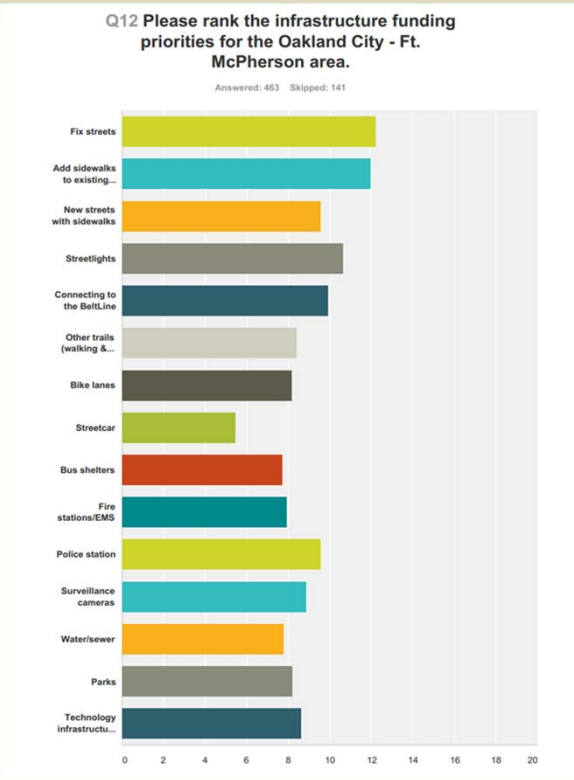
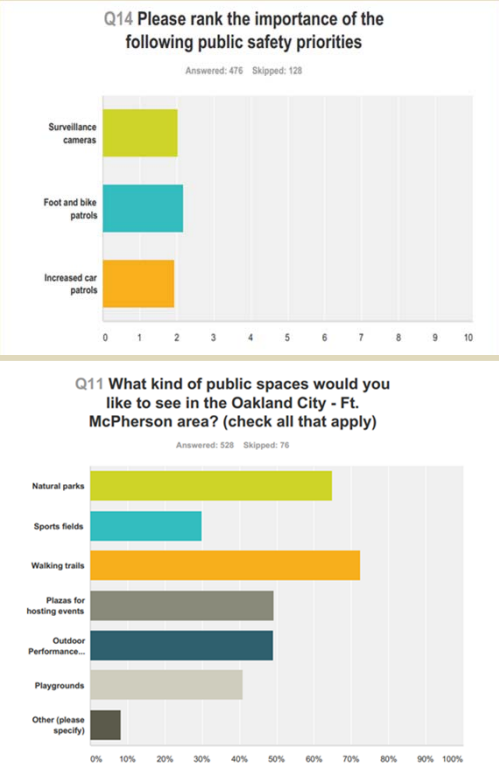
Noell Consulting conducted a market study in the neighborhood, evaluating demographics, current community assets and infrastructure, and a survey of over 600 residents of the community. Some of the results of this market study relevant to this mTap are highlighted in the following slides.



EXISTING LAND USE



EXISTING INFRASTRUCTURE PRIORITIES



NOELL – COMMUNITY GOALS



- Preserve single family neighborhoods and residents
- Allow for mixed income opportunities without displacement
- Provide opportunities for economic development and job growth
- Provide opportunities for improved health food access
- Improve access to greenspace
- Develop housing reoccupation strategies
- Provide opportunities for quality neighborhood services
- Improve connectivity for all modes
- Design with public safety in mind
- Provide opportunities and activities for youth and seniors
- Provide access to improved education and workforce training
- Improve access to medical/health services

ULI TECHNICAL ASSISTANCE PANEL (TAP)



On June 13-14, 2015, MILRA enlisted ULI to convene a TAP to advise and make recommendations concerning development opportunities. Relevant suggestions from that TAP to this mTAP include:

- MILRA should undertake rebranding effort that advances placemaking with a new name, logo and marketing slogan (e.g. “The Mac”)
- MILRA should develop relationships with local and regional organizations concerning common issues
- MILRA’s efforts should begin with historic properties, which provide instant placemaking which can be leveraged to create a brand
- Historic entrance on Lee Street should be reopened to be project’s new front door
- MILRA needs to cultivate activity, momentum and excitement

ULI TECHNICAL ASSISTANCE PANEL (TAP) (CONTINUED)



- A trail network should be interwoven throughout the Study Area, link parks and greenspace and provide connection points to Oakland City and Fort McPherson MARTA Stations
- Ambitious makeover of Lee Street and Astor Avenue to include tree-lined streets and pedestrian and bicycle paths is key to revitalizing the area.



SIZEMORE GROUP – FORT MCPHERSON LCI PLAN



- Introduction
- Location & Context
- Facts & Analysis
- Community Participation
- Recommendations
- Implementation Plan

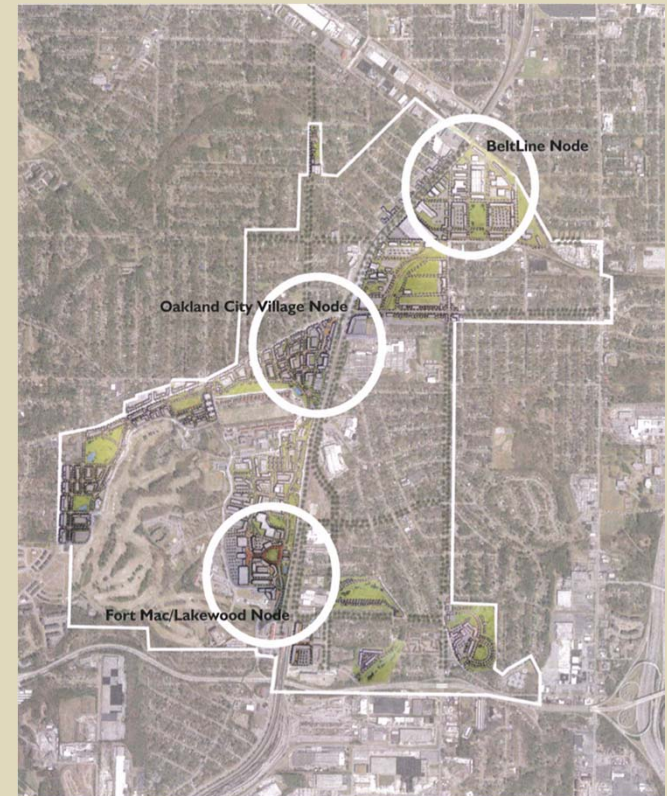
*To create a 25 year Visionary Master Plan with recommendations focusing on implementable actions to be achieved in the next 5-10 years

DEVELOPMENT NODES AND PLANS

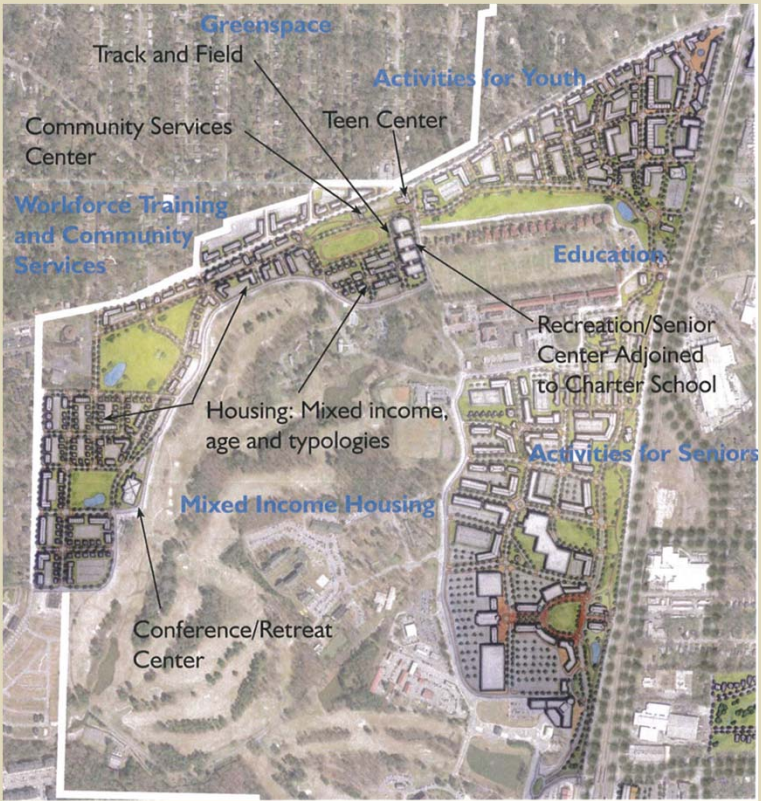
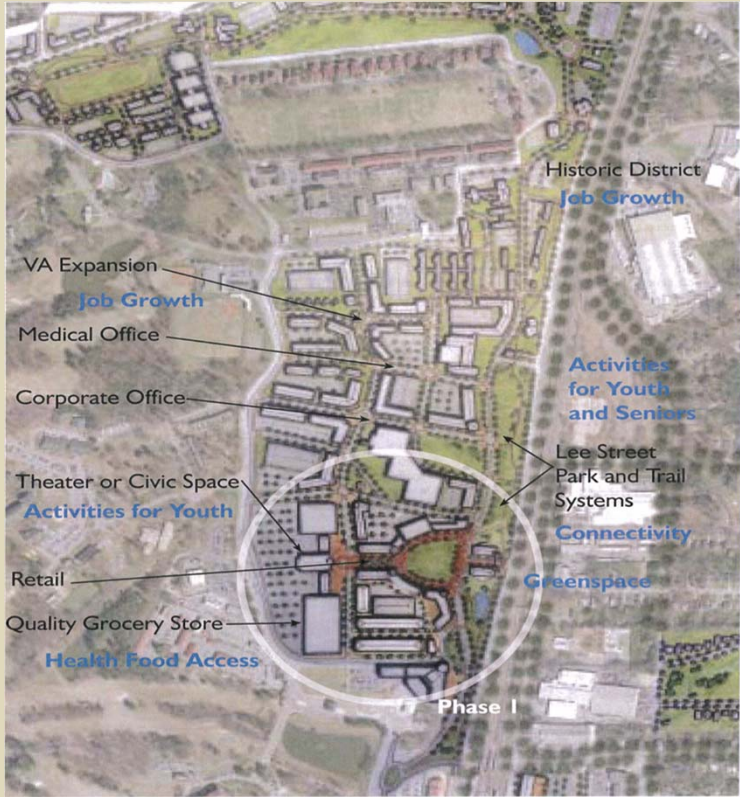


Master Plan Overview identified 3 major areas ripe for redevelopment:

1. Beltline Node
2. Oakland City Village Core
3. Fort Mac/Lakewood Node



DEVELOPMENT NODES AND PLANS



SIZEMORE - RECOMMENDATIONS



- Develop an exciting and engaging Fort Mac Main Street
- Leverage the historic district by creating an innovation village
- Coffee Shop
- Sandwich Shop
- Host events and small festivals to attract Investors/Developers
- Reopen the Venetian Gate to revitalize Campbellton Road area
- Extend Oakland Drive to Fort Mac property to enhance accessibility
- Residential rehabilitation, reoccupation, and redevelopment around the Oakland City MARTA Station
- Design and develop extension to Mac Mile Linear Park and Trail system

WHAT MILLENIALS WANT - SURVEYS



- Connectivity: Easy access to transit, people, work, grocery stores
- Affordability: Being driven out of urban revitalized areas
- Authenticity: In a recent survey Millennials were shown pictures of environments, and the ones they liked most were urban and described as dense, close-knit, lively and vibrant. The least appealing were suburbs they called uniform, faceless, and cookie-cutter
- Amenities: Restaurants, coffee shops, green space, entertainment
- Smaller Communities: The want to help shape a community, let them create

ADDITIONAL EVIDENCE, SURVEYS



A brand new trend: “Thanks to the generation’s size and influence, millennials are moving to new places just for them, by them - revitalizing smaller cities or opting for hybridized urban-burb enclaves where quality of life is the driving force.”*

“We have always believed that millennials are not going to stay in these core urban areas when they get married and have kids. They won’t want to bring their kids up there... But they want to be close. They want to be where the action is and they want to be with each other.”** - Neil Howe, co-author of *Millennials Rising: The Next Great Generation* and credited for coining the term Millennial

ADDITIONAL EVIDENCE, SURVEYS



Based on surveys, “what many Millennials want when picking out a place to raise a family isn’t a city per se, but rather the perks that are traditionally associated with living in a city: restaurants, shops, and grocery stores within walking distance, easy access to public transportation.***

* <http://gizmodo.com/millennials-will-live-in-cities-unlike-anything-weve-se-1716074100>

** <http://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2015/07/23/millennials-living-on-the-edge-of-the-big-city>

*** <http://www.theatlantic.com/business/archive/2015/01/young-americans-yearning-for-the-suburbs-stuck-in-the-city/384752/>

CASE STUDY A - TAXI (DENVER, CO)



TAXi by Zeppelin

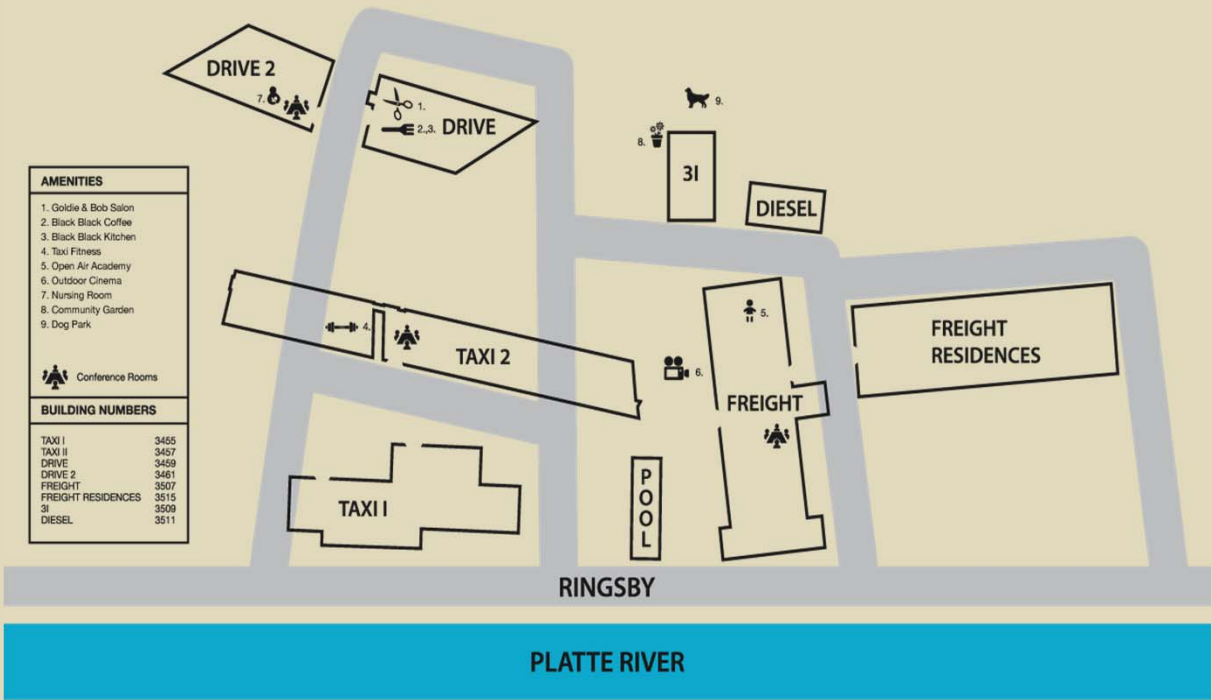
Mixed-use development with over 80 creative businesses and full-time residents. Six buildings and amenities (fitness center, cafe, coffee shop, salon, early childhood education center, outdoor cinema, pool and community garden)

Strategically located between Denver's major thoroughfares and the Platte River, connecting to downtown and surrounding areas. Transformed a former industrial site into the heart of Denver's vibrant RiNo Art District

Developers “saw a need to create a community that fostered the use of creative spaces for the new workforce.”



CASE STUDY A - TAXI (DENVER, CO)



center for
leadership

FORT MAC
LRA

CASE STUDY B - HUNTERS POINT SHIPYARD (SAN FRANCISCO) ★ ★ ★ ★



San Francisco Naval Shipyard 1941-1974

Redevelopment effort (beginning in late 1990's) "seeks to revitalize the disadvantaged and marginalized area through demolition of existing dilapidated buildings and the construction of new housing, offices, retail, event venues, and open spaces."

Plan will take roughly 20 years to complete, including:

- 12,500 multi-family units
- 2.7 million sf of commercial space

HP SHIPYARD ARTISTS

Houses the largest artists colony/community in US - over 250

CASE STUDY B - HUNTERS POINT SHIPYARD (SAN FRANCISCO) ★ ★ ★ ★



CASE STUDY C – ALAMEDA POINT (SAN FRANCISCO)



Alameda Naval Air Station
1,400 acres (+624 acres to VA)

Creative reuse of military buildings and plans for new construction in progress.

Alameda Point Collaborative has been in operation since 1999. Transformed vacant military housing on the former base into a supportive housing community. APC now operates 200 units of housing over 34 acres of land, and provides 500 formerly homeless residents, including more than 300 children and youth, with the safety and stability of a place to call home.

Alameda Point Collaborative is a supportive housing community that uses all its resources to help families and adults break the cycle of homelessness and poverty.

CASE STUDY C – ALAMEDA POINT (SAN FRANCISCO)



RECOMMENDATIONS



Focus on Historic District

We support the ULI Tap and Sizemore Study's recommendations to focus on the Oakland City Node initially to unlock and activate the property to attract the community and millennials, and create developer interest.

Accordingly, the following recommendations are specific to this part of the property:



ATTRACTING MILLENNIALS



Connectivity:

- Incorporate trail system from Oakland MARTA station to Historic District

Affordability:

- Repurpose existing buildings in the Historic District to affordable housing units

Authenticity:

- Create Theme for Historic District for marketing

Amenities:

- Repurpose existing buildings in Historic District to incorporate restaurants, coffee shops, green space, entertainment

Smaller Communities:

- Find Millennial leaders, let them live there and foster creativity



PUBLIC SAFETY ON FT MCPHERSON



Activation

- Set up a police precinct on the property
- Encourage constant flow of traffic and people through added greenspace, connectivity, and events.

Infrastructure

- Ensure good lighting along streets
- Install cameras at major intersections and across from perceived public safety issue locations

Improve Visual Element of Neighboring Properties

- Condemn, demolish and repurpose dilapidated properties that pose a risk to public safety
- Side-yard program - transfer property to adjacent homeowners that can maintain land as privately owned green space
- Pocket Park program - transform property into public park space

LEVERAGING TYLER PERRY STUDIOS



Create Amenities Attractive to TPS Employees and Visitors

- Coffee shop
- Food trucks or other restaurants
- Authentic retail (local artists stores)
- Housing options (Airbnb, short term rentals)

Have Events on TPS Property

- Use of amphitheatre
- Use of lawn area for festivals, urban markets, art festivals
- Pop-Ups <https://youtu.be/pxurSldIFBs>

GREENSPACE



New Greenspace

- Visibility: Remove the wall and utilize linear frontage on Lee Street for new greenspace for beautification and connectivity

Existing Greenspace

- Do what it takes to periodically access TPS greenspace on for events, festivals, pop-ups, etc.



IMPLEMENTATIONS



- Focus initial energy on Historic Village
- Create opportunity through sense of place (pop-up, coffee house, etc...)
- Engage onsite community to help build, enhance and in effect brand and market the property (authentic identity)





Thank You!