

Re-Imagining L5P's Findley Plaza



ULI Center for Leadership Program

Mini Technical Assistance Program (“mTAP”)

May 3, 2016

FINDLEY PLAZA | Introduction

About ULI

Mission: to provide leadership in the responsible use of land and in creating and sustaining thriving communities.

ULI's Atlanta Center for Leadership

- Emerging leaders in real estate & land use
- mTAP Program

Team Background & Experience

- Lou Papera, Attorney
- Anne Michael Sustman, Architect
- Laura Moody, Community Engagement
- Brian Thomas, Construction
- Jim Schroder, Finance

Scope of Work

- Client: Friends of Little 5 Points Parks
- Road Map of Best Practices



Summary of Agenda

- Legal Considerations
- Establish a Vision
 - Analysis of Existing Conditions
 - Precedent Studies
 - Design Recommendations: Phase I & II
- Building a Broad Coalition
 - Community Engagement
 - Managing your Message
- Financing the Improvements
- Next Steps



Legal Considerations

Lou Papera

Why Legal Structure is Important

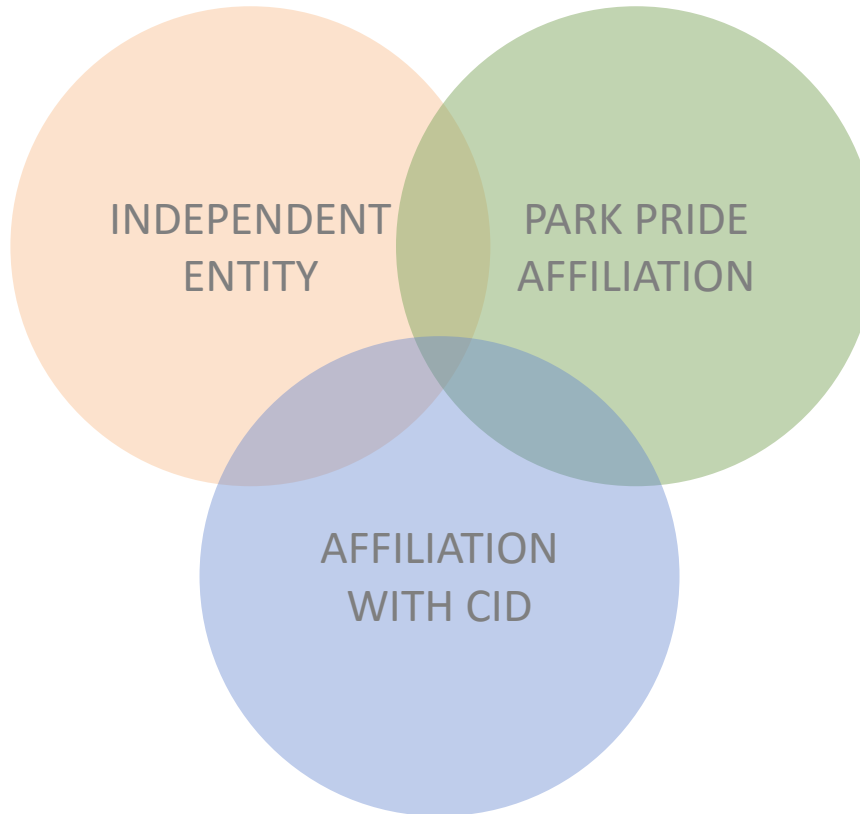
- To accomplish anything, you need the ability to speak and act with a unified voice
 - Need to know who has a vote
 - For example, while community involvement is important, community members who are not part of the group shouldn't necessarily get to veto the group's plans
 - Vision and leaderships
 - Some people are natural leaders and will have a vision that inspires others
 - The group needs a way to give authority to such individuals
 - Dissenters
 - There is always the possibility of dissent
 - Dissenters need to be heard
 - But the group needs to be able to operate even in the face of dissent
 - This creates the need for a fair and transparent decision-making process
 - Reasonable people will usually respect a fair process even if they lose
 - The only alternative is to act only with unanimous consent
 - This is likely to stagnate any possible progress

Why Legal Structure is Important... Continued

- The group needs to ensure its continuity
 - What happens when group members (especially leaders) can no longer continue?
 - This can occur for many reasons, including injury, illness, distractions (e.g., family emergencies), divergence of interests, relocation out of the area, etc.
 - The entire group could fall apart due to a sudden leadership vacuum
 - Part of establishing a formal structure includes the consideration of procedures for replacing leaders and other critical members



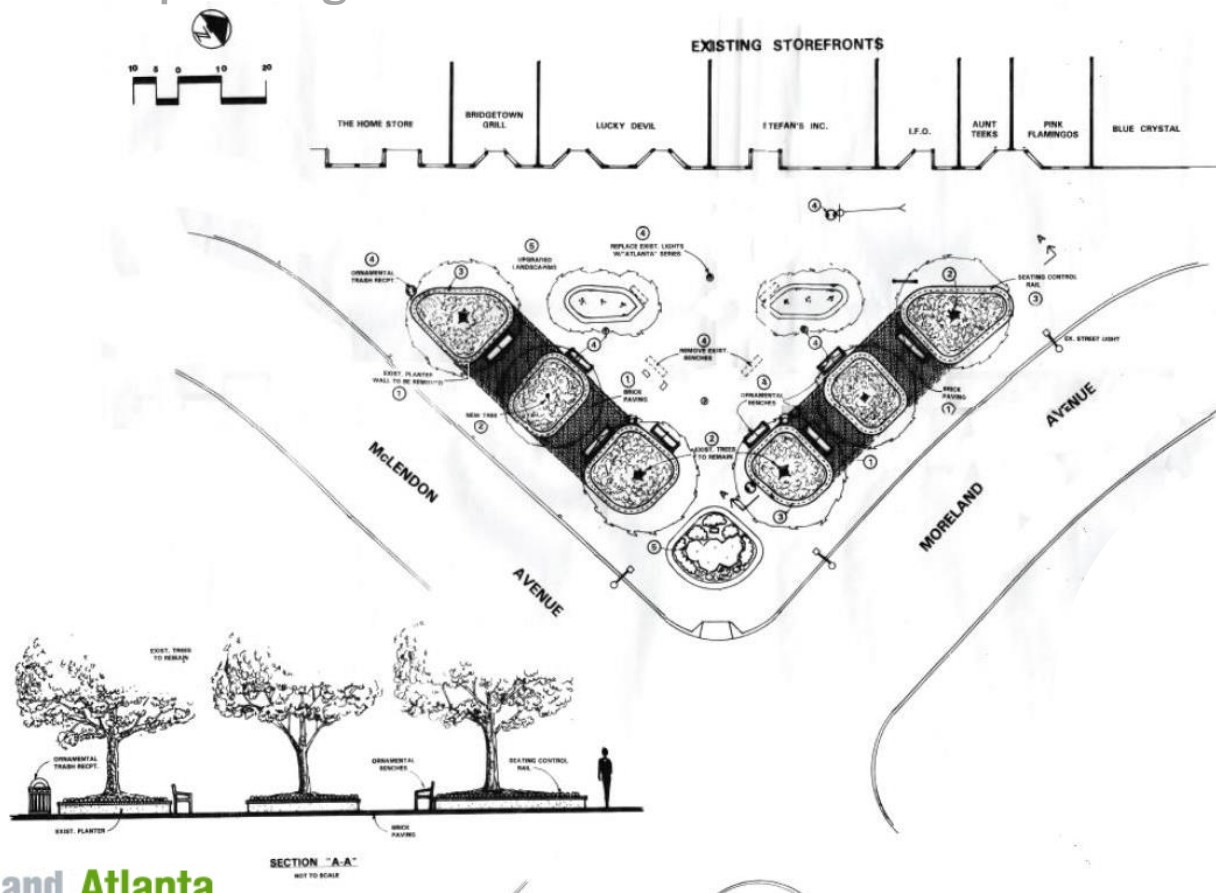
What legal structure should be pursued?



Establish a Vision

Anne Michael Sustman

FINDLEY PLAZA | Existing Conditions



Urban Land
Institute Atlanta



Friends of
Little 5 Points Parks
atlanta | georgia

FINDLEY PLAZA | Existing Conditions



FINDLEY PLAZA | Existing Conditions



FINDLEY PLAZA | Precedent Studies | Performance & Play



FINDLEY PLAZA | Existing Photos | Little Five Arts Alive



FINDLEY PLAZA | Precedent Studies | Forms



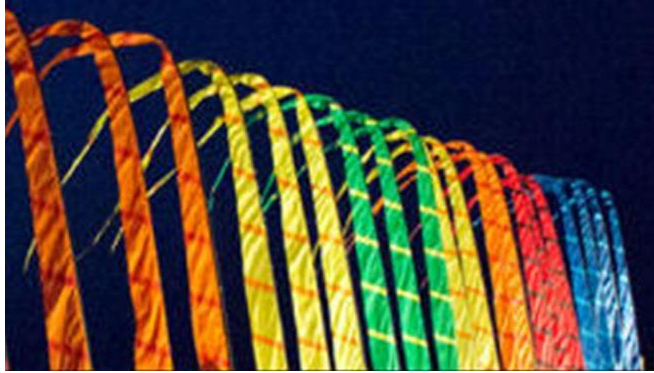
FINDLEY PLAZA | Precedent Studies | Benches



FINDLEY PLAZA | Precedent Studies | Planters



FINDLEY PLAZA | Precedent Studies | Flags & Banners



FINDLEY PLAZA | Precedent Studies | Lighting



FINDLEY PLAZA | Precedent Studies | Shade Structures



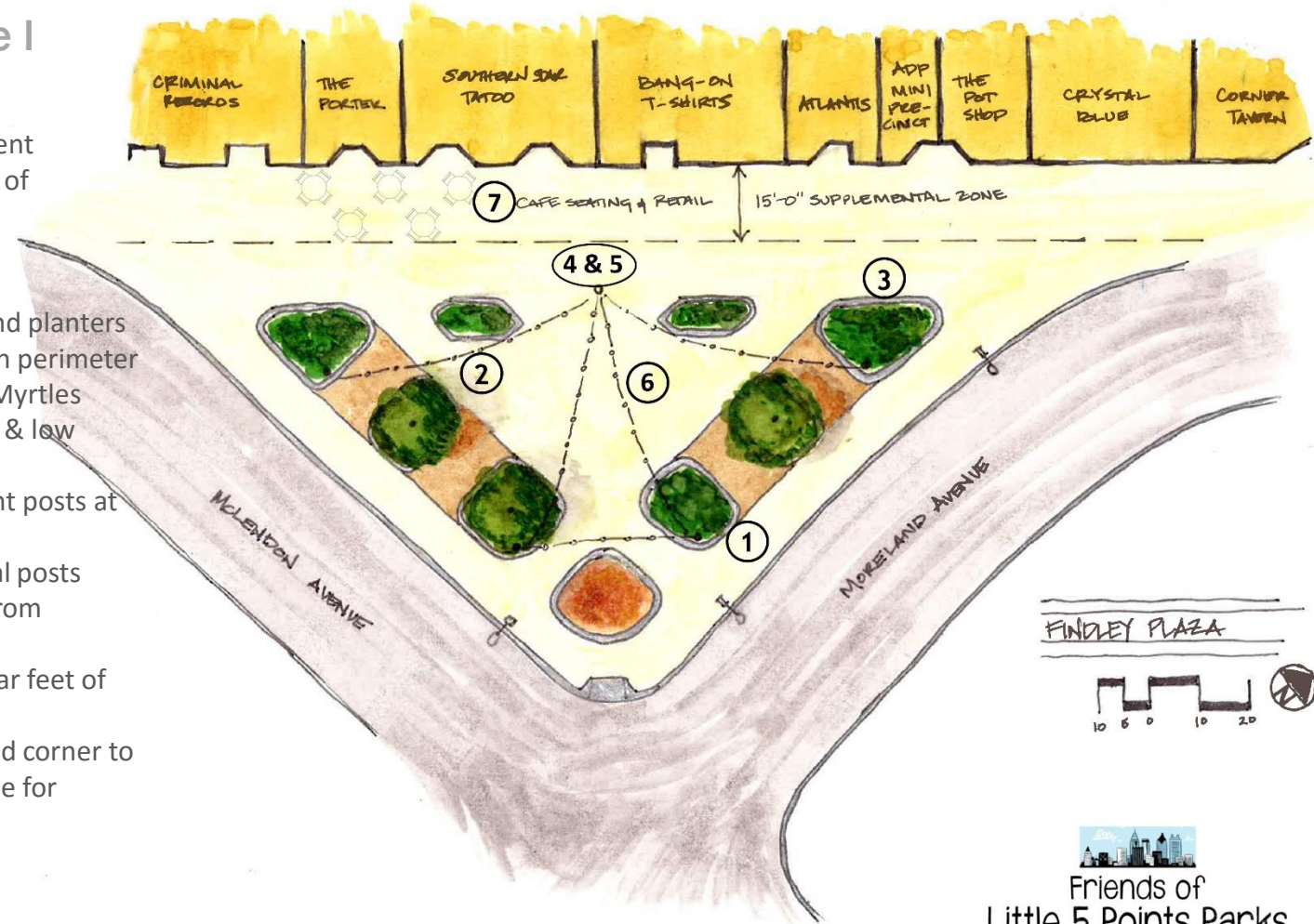
DESIGN PLAN | Phase I

GOALS

- Minimal Financial Investment
- Bring a noticeable amount of change to Plaza
- Create outdoor dining

STEPS

1. Removal of railings around planters
2. Removal of select trees in perimeter planters, remove Crepe Myrtles
3. Replant planters with ivy & low shrubs
4. Removal of existing 4 light posts at center
5. Installation of 5 structural posts utilizing existing power from removed light posts
6. Suspend approx 300 linear feet of string lights from posts
7. Extend Davis Plaza around corner to create Supplemental Zone for outdoor dining



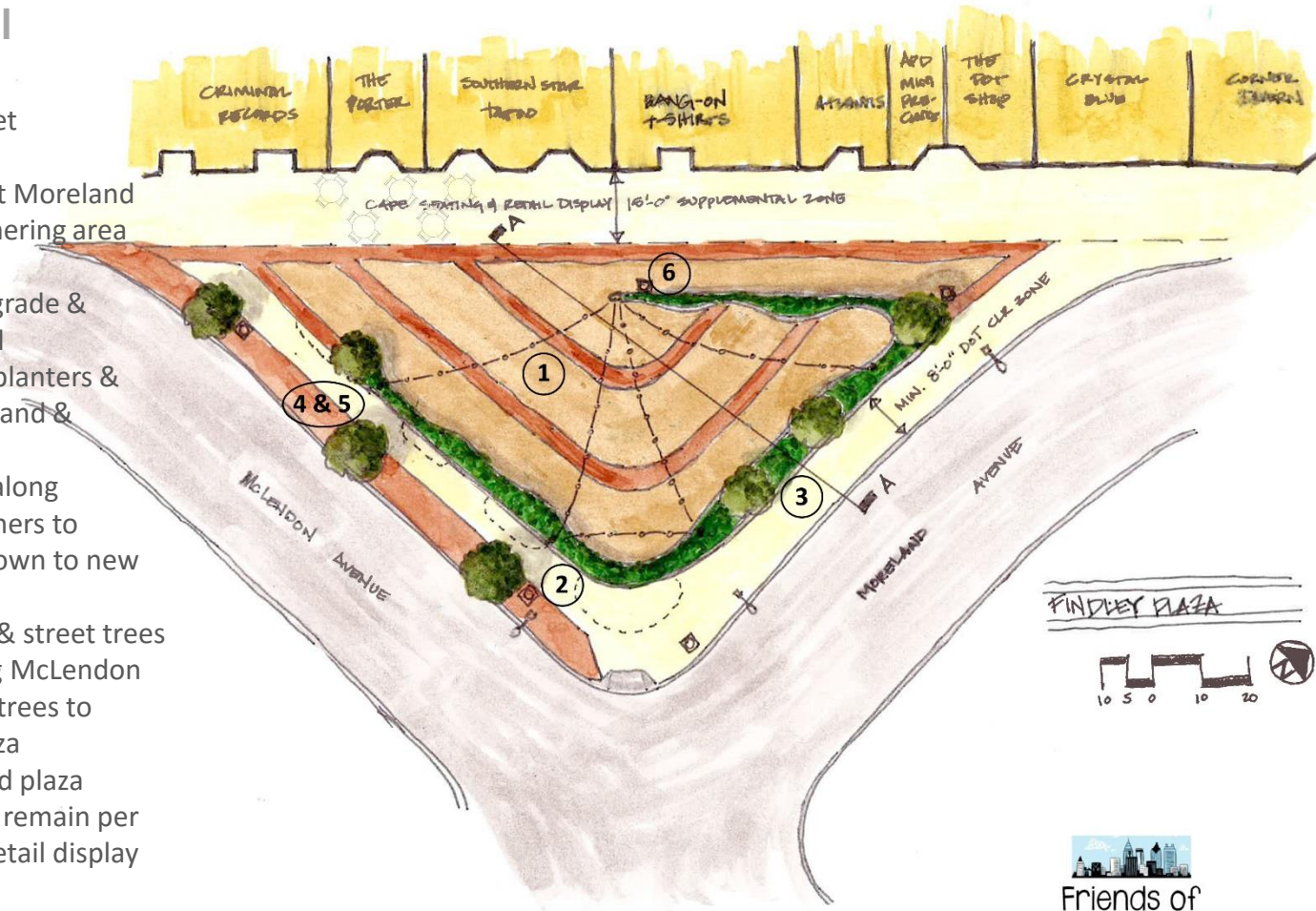
DESIGN PLAN | Phase II

GOALS

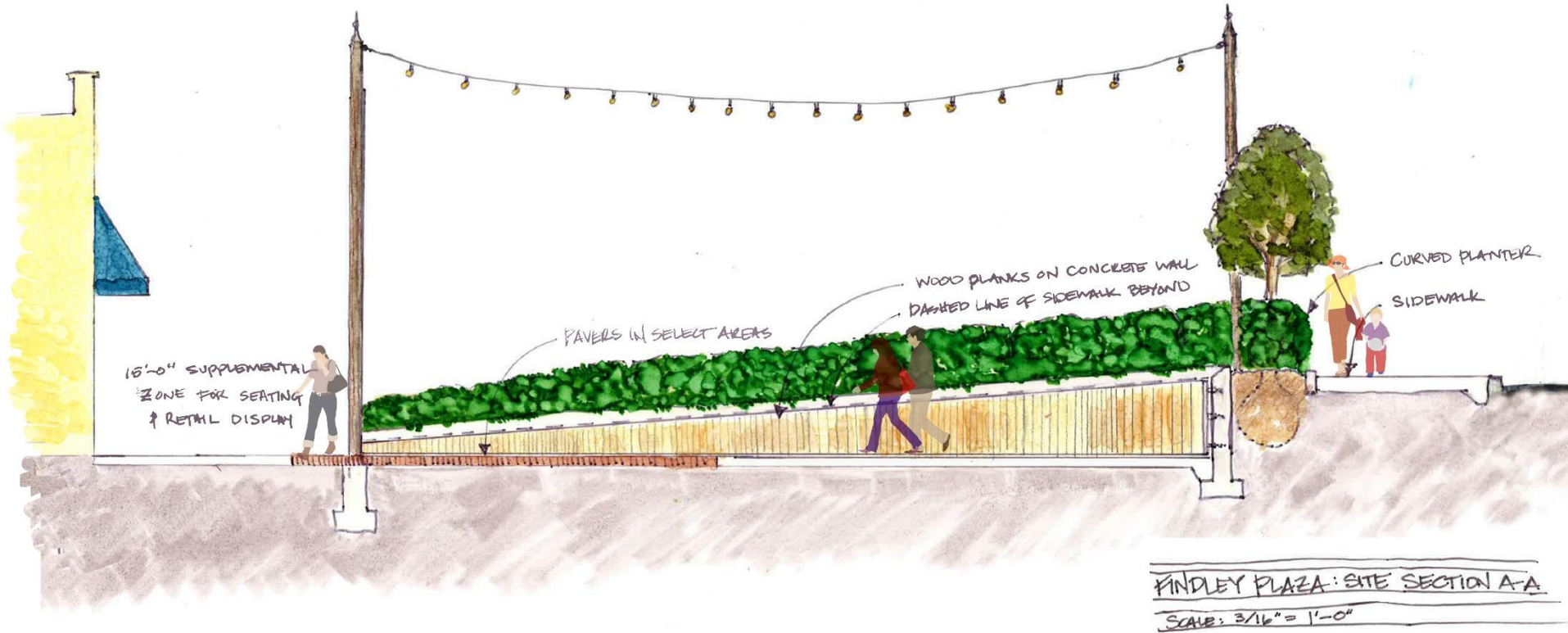
- Create visual buffer to street
- Create more usable space
- Address acoustical issues at Moreland
- Create outdoor dining/gathering area

STEPS

1. Demo existing paving, re-grade & repave plaza at lower level
2. Remove some of existing planters & "stage" at corner of Moreland & McLendon
3. Install new retaining wall along Moreland and around corners to mediate sidewalk grade down to new plaza level
4. Add new street tree zone & street trees in flush planter beds along McLendon
5. Add new pavers between trees to match paving detail at plaza
6. Add new trash cans around plaza
7. Supplemental zone would remain per Phase I for café dining & retail display



DESIGN PLAN | Phase II Site Section



DESIGN PLAN | Phase II

Design Sketch:

GOALS

- Elevation change helps to create buffer between plaza and busy Moreland
- Will also help deter noise by being at sunken level
- Angle at top of wall will deter loitering
- Cedar panels will create enhanced acoustical affect along curved concrete retaining wall
- Perimeter planters allow for trees & street zone buffer from McLendon
- Posts for cafe lights from Phase I will remain and existing planter beds along Moreland will be reused as much as possible
- Potential in-ground lighting as well as suspended lighting will improve safety in plaza at night



DESIGN PLAN | Future

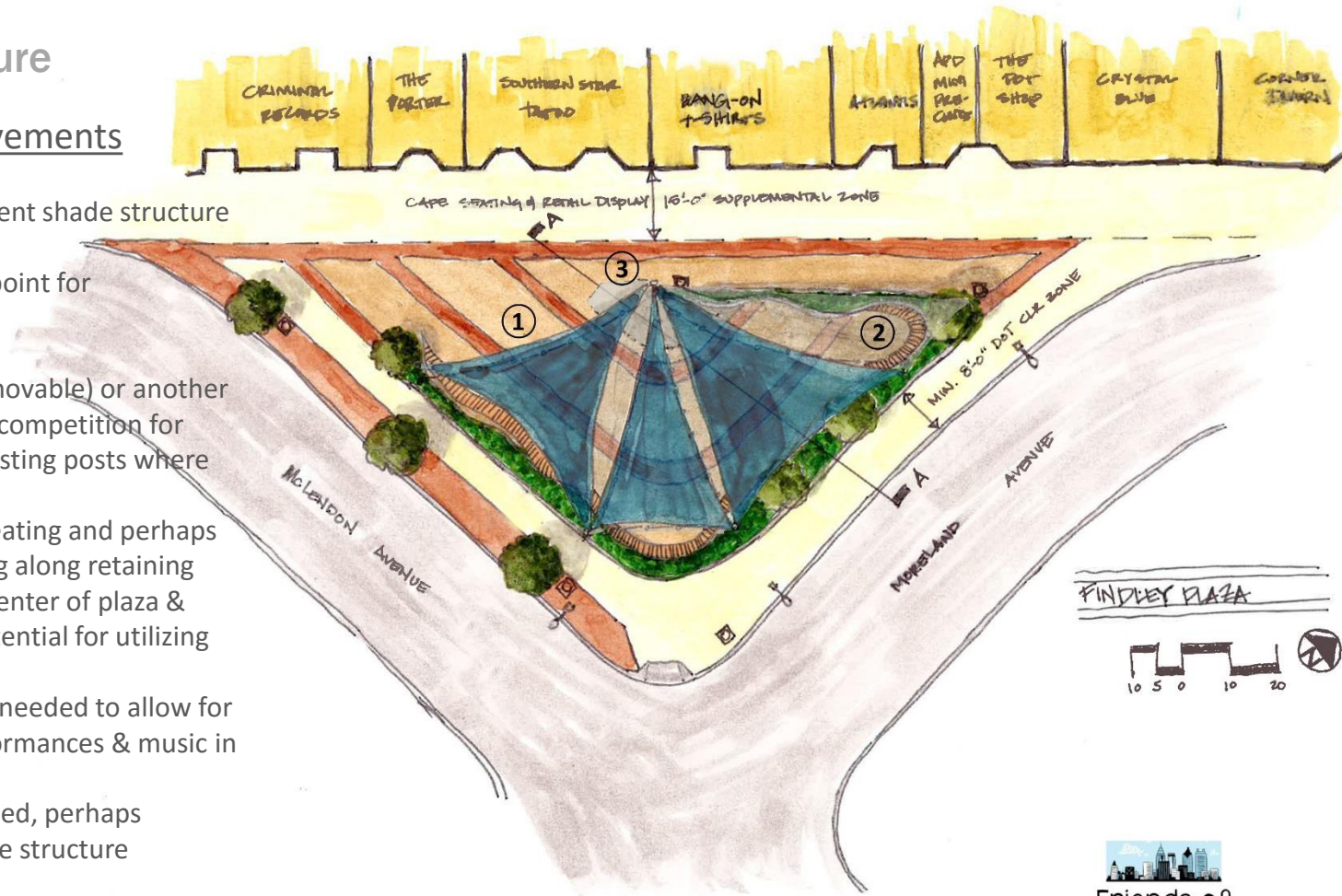
Potential Future Improvements

GOALS

- Create more permanent shade structure
- Add seating at plaza
- Create a more focal point for performances

STEPS

1. Add shade sails (removable) or another structure (potential competition for artist design?) to existing posts where cafe lights were.
2. Add free standing seating and perhaps some built-in seating along retaining wall facing toward center of plaza & storefronts (also potential for utilizing local artists)
3. Add "stage" area as needed to allow for more effective performances & music in plaza area.
4. Add lighting as needed, perhaps integrated into shade structure



Building a Broad Coalition

Laura Moody

Manage Your Message

Establish a spokesperson

- Who can speak to media?
- Post on social platforms?

Match people with their strengths:

- Marketing
- Finance
- Event Planning



Why Should We Care About Community Engagement?

- Build Trust
- Allows organizers to learn about needs
- Generates a sense of ownership
- Leads to greater satisfaction
- Creates energy for fundraising



Basics for Effective Engagement

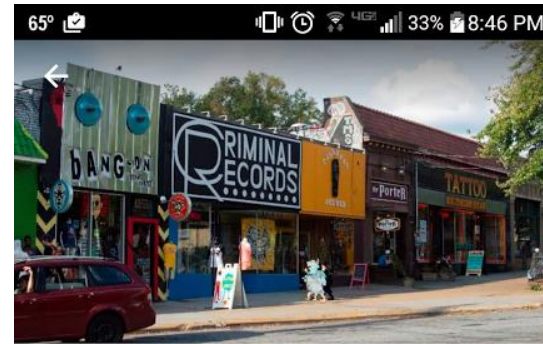
- ✓ Be timely
- ✓ Be inclusive
- ✓ Be interactive
- ✓ Be mindful of frequency
- ✓ Be meaningful
- ✓ Be strategic about costs



FINDLEY PLAZA | Community Engagement

Meet People Where They Are

- Take advantage of existing opportunities
 - Volunteer Recruitment
 - Take a Survey
 - Gather Feedback
- Take stock of your existing contacts
 - Use L5P related Facebook pages
 - Association mailing lists
 - Community newsletters
 - Local business newsletters/email lists
- Think about times and locations that best meet your community's schedules



15 Little Five Arts Alive Weekend #1

Festival · Little Five Arts Alive



Interested



Going



Invite



Fri, Apr 15 - Sun, Apr 17

Apr 15 at 12:00 PM to Apr 17 at 6:00 PM

Little Five Points

ABOUT

DISCUSSION

FINDLEY PLAZA | Community Engagement

Outreach & Follow Up

-Written Communications:

- Keep it simple and avoid acronyms
- Use plain fonts in a generous size
- Provide alternatives to email

-Online Resources:

- Simple webpage with your purpose, images to inspire
- Use as a survey tool
- Homebase for fundraising/crowdfunding

-Provide Feedback & Share Successes:

- Let people know the results
- Share the milestones
- Always say Thank You

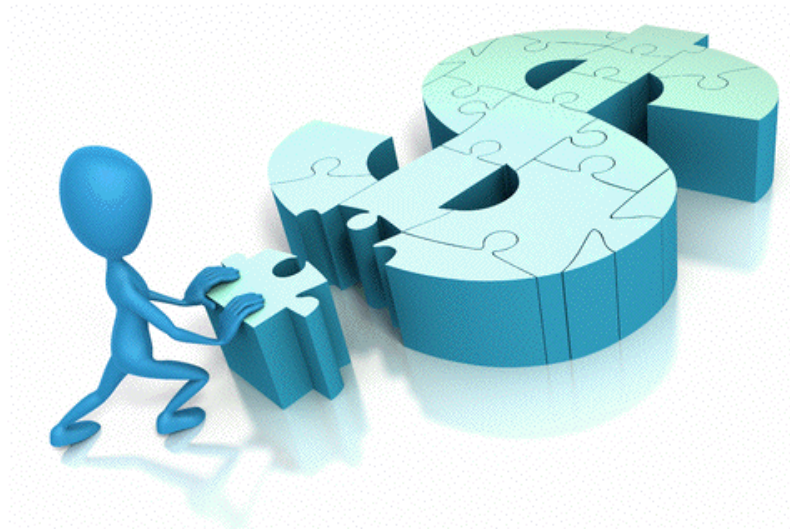


Financing the Improvements

Jim Schroder & Brian Thomas

Summary of Capital & Fundraising

- Capital Costs v. Operating Costs
 - Importance of starting with on-going operating costs
- Estimated Operating Costs
- Potential Sources of Operating Costs
- Estimated Costs for Findley Plaza Improvements
 - Phase I
 - Phase II
 - Phase III
- Potential Sources for Capital Costs



FINDLEY PLAZA | Financing

	Operating Costs	v. Capital Costs
Examples	<ul style="list-style-type: none">• Landscaping (pruning, watering, trimming)• Trash pickup• Repairs and maintenance (vandalism, accidents, wear & tear)• Seasonal displays• Security• Management / Staff	<ul style="list-style-type: none">• Remove Trees• Add string lighting• Replace/Add Light poles• Remove planters• Replace all hardscape• Benches / Furniture• Permanent Art Installation• Planning & Design
Cost Range	\$7,500 - \$75,000 per year	\$50,000 to \$750,000+

Key Takeaways

- Too many parks / open spaces / public realms are built without a plan to maintain them on an on-going basis
- Importance of addressing the Operating Costs first in order to maintain and attract funding for Capital Costs
- Identify and secure a dedicated revenue stream to maintain the improvements

Estimated Annual Operating Costs

Item	Annual Cost Low	Annual Cost High	Notes
Landscaping	\$2,500	\$10,000	Depends on plantings
Trash pickup	\$0	\$7,500	Local businesses / Assoc?
Repairs & Maintenance	\$4,000	\$20,000	Hard to predict
Seasonal Displays	\$0	\$12,500	Volunteers / How many?
Admin / Staff / Mgmt	\$1,000	\$25,000	Volunteer v. Part-Time
Total	\$7,500	\$75,000	



Potential Sources of Operating Funds

- CID
- L5P Business Association
- City of Atlanta
 - Parks Department
 - Cultural Affairs
 - Public Works
- Concessions / Fees
- Grants
- Sponsorships
- Donations
 - Individual
 - Local Businesses
 - Annual Fundraiser



Key Issues When Sourcing Operating Funds

- Find permanent source of recurring revenue that is not subject to budget cuts
- Prioritize options by addressing potential amount and pros/cons of each source
- Requires long-term relationship management

FINDLEY PLAZA | Phase I Cost

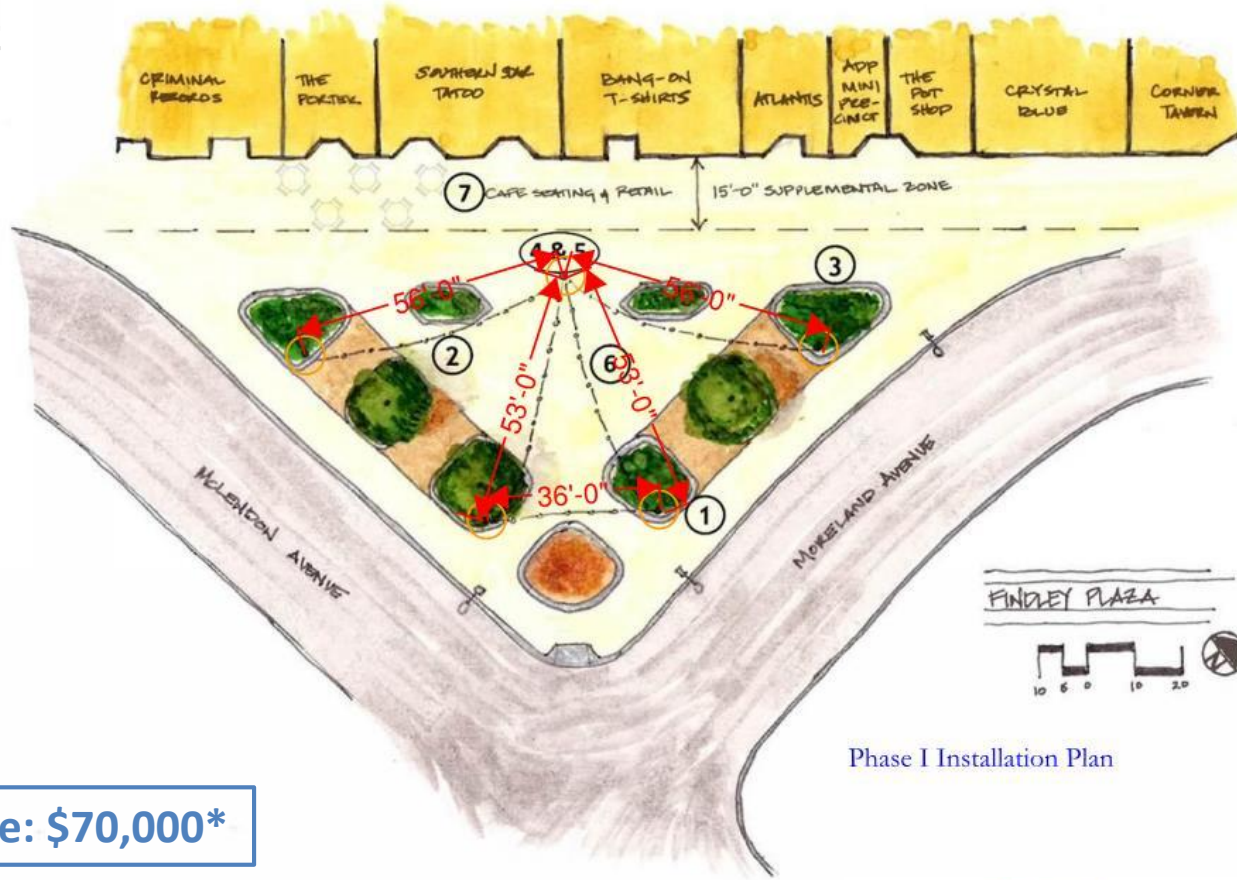
Demolition / Removal

- Railings at 9 Planters
- 4 Trees
- 2 Crepe Myrtle
- 4 existing Light Posts

Installation

- Replant with Ivy & Low Shrubs
- Install 5 Structural Posts
- Install Electrical
- Approximately 300 LF String Lighting
- Define Davis Plaza type Supplemental Zone

Phase I Cost Estimate: \$70,000*



Phase I Installation Plan

FINDLEY PLAZA | Phase II Cost

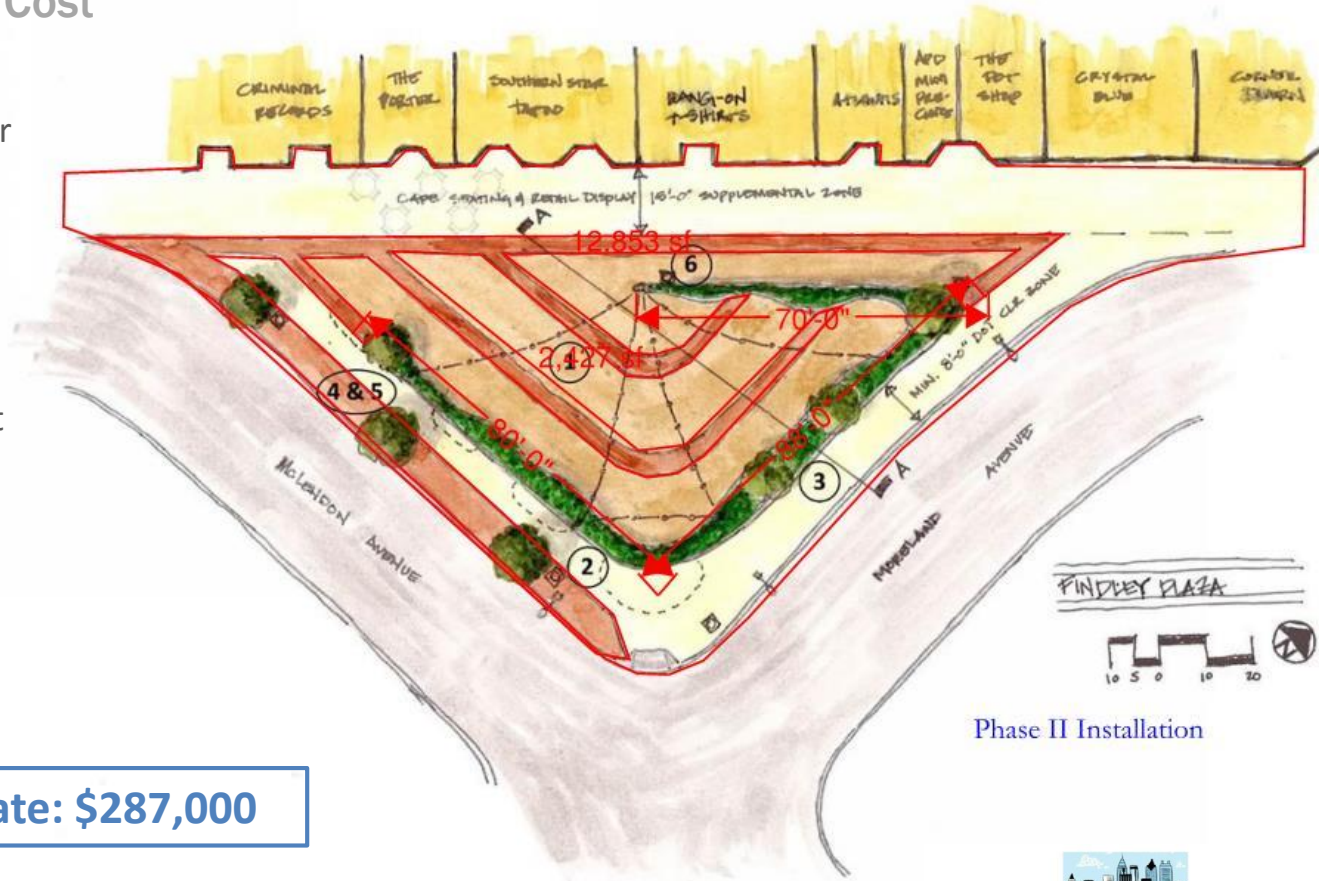
Demolition / Removal

- 12,501 SF Concrete and paver removal & excavation
- 1 Planter / Stage removal

Installation

- 233 LF Site Wall
- Electrical Rough-in & Conduit
- Grading, Slab (10,353 sf) & Pavers (2,500 sf)
- Cedar Wall Panels (714 sf)
- 7 shade trees
- 46 Shrubs @ 5' O.C.
- Site Furniture

Phase II Cost Estimate: \$287,000

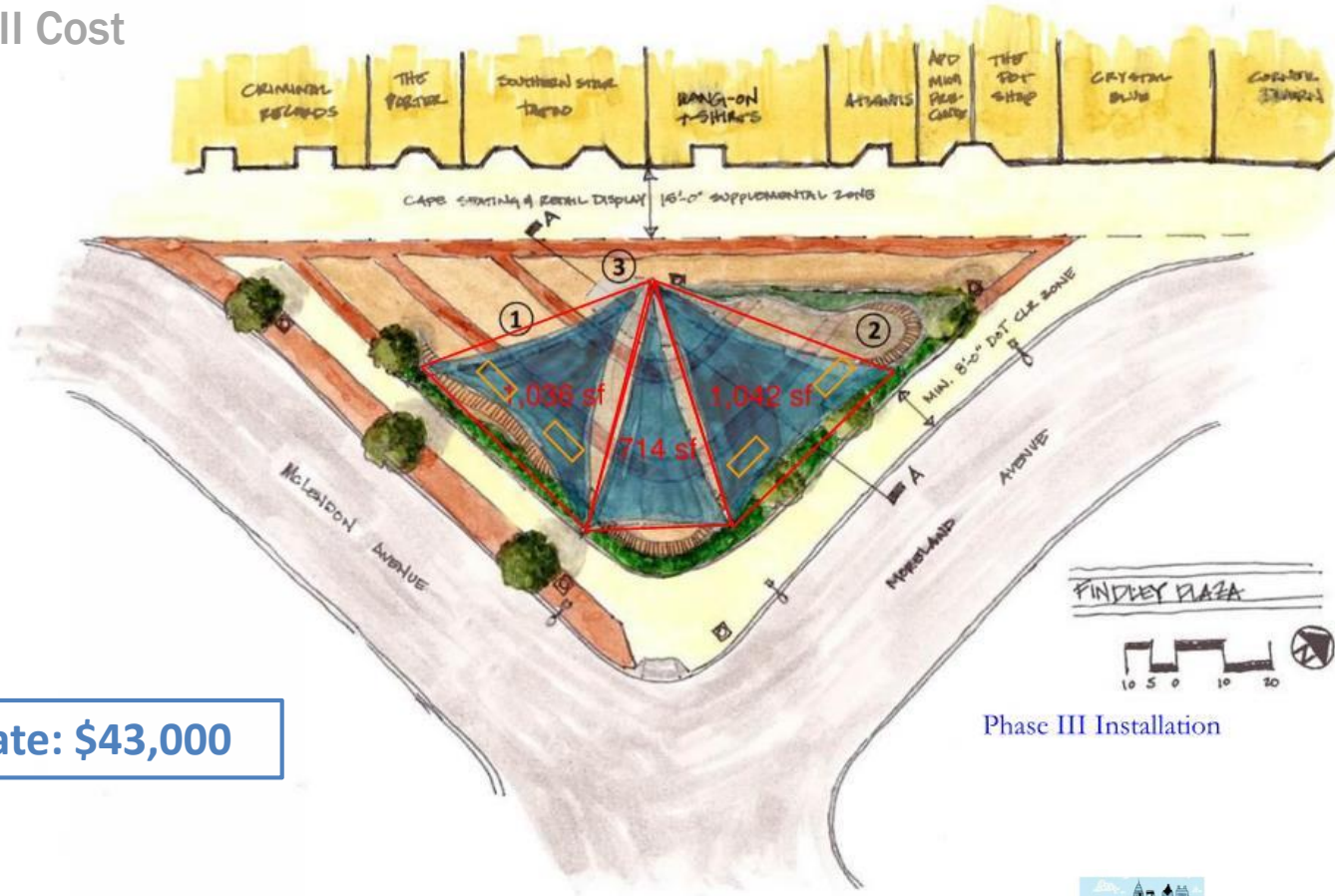


FINDLEY PLAZA | Phase III Cost

Installation

- 3 Shade Sails
- 4 Benches
- Electrical for Stage
- Additional Lighting

Phase III Cost Estimate: \$43,000



Phase III Installation

Estimated Capital Costs

Category	Phase I	Phase II	Phase III	Total
Design	25,000	(incl. in Phase I)	(incl. in Phase I)	25,000
Demolition	18,000	38,000	n/a	56,000
Improvements	12,000	170,000	31,000	213,000
Overhead / Insurance	3,000	31,000	5,000	39,000
Contingency	12,000	48,000	7,000	67,000
Total	70,000	287,000	43,000	400,000

Options for Funding Capital Costs

- City of Atlanta
 - Streetscape Infrastructure Bonds
 - Parks Department
 - Public Works, etc.
- GDOT
- Grants (CDBG, NEA, or ARC)
- LCI Planning Study
- Neighborhood Organizations
- Crowdfunding
- Major Gifts (Individual / Business)
- Fundraising Events
- Volunteers: Donation of Time
 - Design / Planning
 - Events
 - Construction / Install
 - Branding / PR



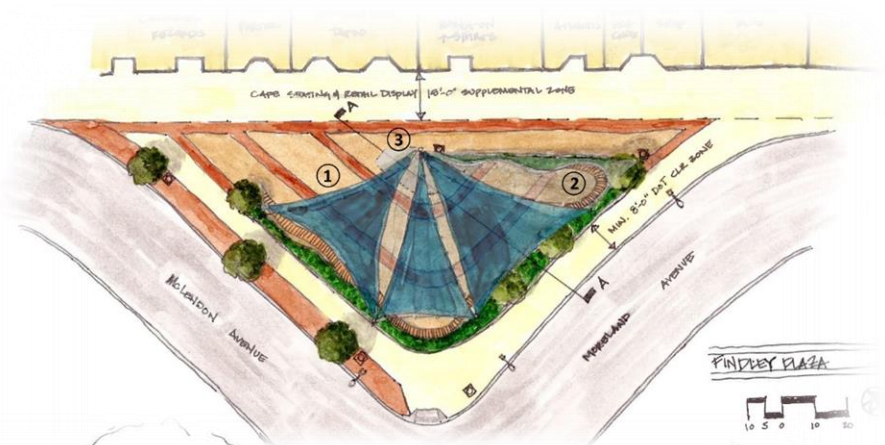
Key Issues for Capital Campaigns

- This is a full-time industry and career
- Donors seek confidence in Leadership Team, ability to execute, and capacity maintain the investments
- Capital campaign must align with Community Outreach, messaging, and PR
- Similar to sources of operating funds:
 - Prioritize options by addressing potential amount and pros/cons of each
 - Requires long-term relationship management

FINDLEY PLAZA | Conclusions & Next Steps

Summary of Next Steps

1. Identify a **Leadership Team** who will take ownership
2. Establish **Legal** Framework
3. Formalize a compelling **Vision** for residents, neighbors, and business to buy into
4. Solicit and develop **Community Support**
5. Confirm phasing along with operating and capital **Costs** for each phase
6. Attract and secure **Funding Sources**
7. **Execute Phase I of the new Findley Plaza!**



Thank You!

Q & A