

TOWN CENTER

MASTER PLAN PRESENTATION

June 26, 2018



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I. EXECUTIVE SUMMARY

“Brevity is the soul of wit” - William Shakespeare, Hamlet, Act II

Chamblee is a special place. From our initial engagement in December, 2017, we at Seven Oaks Company (“Seven Oaks”) reminded the members of the DDA and City Council that Chamblee is unique within metro-Atlanta in that it has done so many things well. Our overriding purpose through this entire engagement has been not to replace or redirect what Chamblee has accomplished, but take those building blocks already in place and guide the placement of the mortar around them to help form a strong lasting foundation for a strategic, aspirational vision for the Downtown Chamblee Town Center (“DCTC”), one which is real palpable, and most of all, capable of implementation.

Numerous third-party studies were conducted, some directed by the City / DDA (Clark Patterson and Stantec Studies), as well as Seven Oaks on behalf of the City (ParkSimple, Noell Consulting and CBRE/PKF). Most importantly, Seven Oaks engaged Hughes, Good, O’Leary & Ryan (HGOR), one of the southeast region’s premier land planning firms, to assist the team with the visioning and master planning of this project. What made HGOR unique is that the senior principal of the firm, Bob Hughes, actually grew up in Chamblee, is a Chamblee High graduate, and has deep roots in the community and a special affection for keeping what makes Chamblee unique. These studies were conducted over the next several months and their conclusions are presented herein. They helped direct HGOR, Seven Oaks and the DDA towards the conclusions we recommend here.

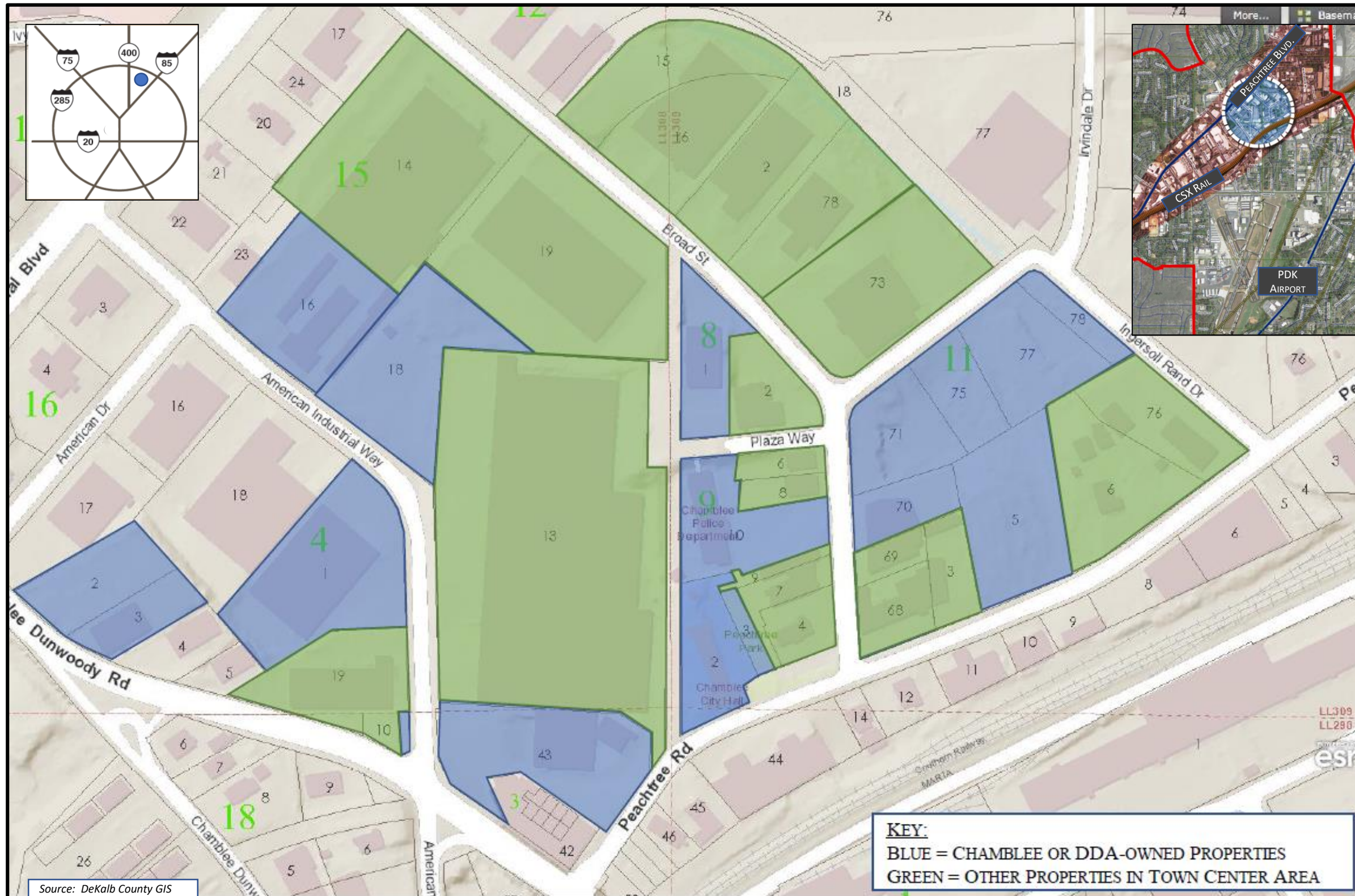
From those studies, design centered first on those parcels already owned or controlled by the City of Chamblee. Rather than create a “pie in the sky” plan, we felt we needed to start with land that was owned or under control by the City or DDA.

Initial concept plans were presented and vetted in open forums with members and leaders of the community over two months, with extensive public meetings as well as an online survey. Interviews were conducted with City Council and DDA members, other key land owners and stakeholders of the community, and steps initiated by the DDA towards securing additional critical land parcels.

At the end of that phase of the assignment, DDA was presented a proposed final land plan establishing the Broad Street corridor west of Peachtree as the heart of the DCTC. Already memorialized on Google Maps as the *“actual center of the universe,”* this made perfect sense to HGOR and Seven Oaks.

A second round of public input began with City officials and members of the community regarding phasing and pricing out financing alternatives so that the plan could be implemented and become a reality. The plan presented represents the proposed conclusions. Our major recommendations are as follows:

- ***Implement a new sub-area district under the Village Commercial zoning classification that would be dedicated to the DCTC area and identify that target area;***
- ***Establish a priority list for the City to begin making moves that would ultimately result in the construction and development of new City buildings, moving the police station and jail, construct public parking facilities, as well as the repositioning of the City Civic Center site for a higher purpose;***
- ***Establish an infrastructure development plan for the DCTC area and begin construction along Broad Street, spreading hardscape and landscape improvements from these over the next five years;***
- ***Develop a flexible but targeted incentive plan for encouraging compatible development, recognizing that markets change over time, and selecting the best in class developers who share this vision and will commit to help implement it; the ultimate objective is to encourage private development, each unique, market driven, but meeting the city DCTC plan objectives;***
- ***Monitor City financing objectives so as to maximize the opportunity for success, combining public investment and private development.***



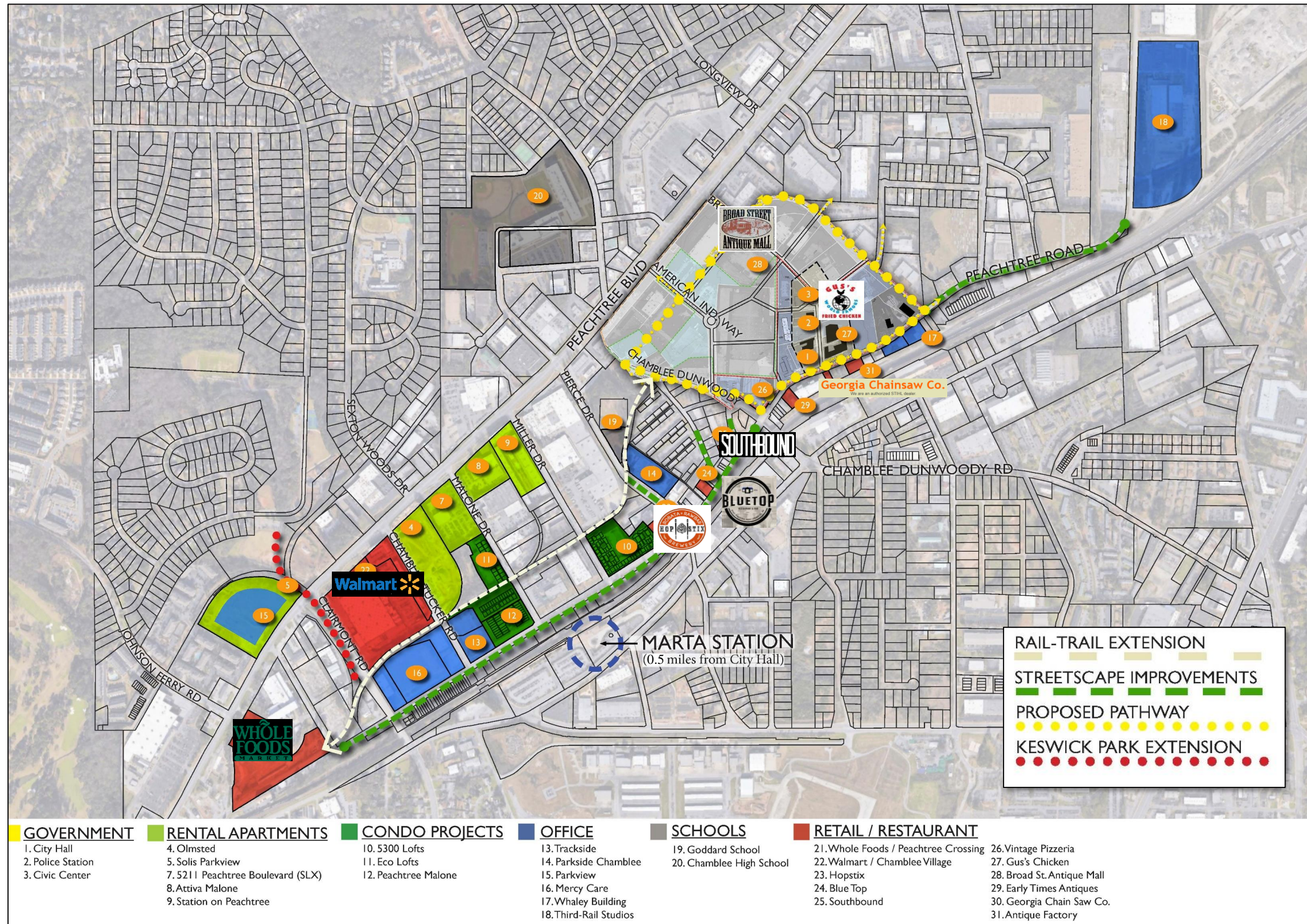
“Begin with the End in Mind”
Stephen Covey, *“The 7 Habits of Highly Effective People”*

When first engaged by the DDA, Seven Oaks began by taking an inventory of properties currently owned by either the City of Chamblee or the DDA. Those are shown on the map to the left in blue and show a concentration located within the Broad Street corridor and Peachtree Road between Chamblee-Dunwoody and Ingersoll Rand Drive. This established a logical beginning point for our team to begin focusing its attention. Not only is it the home to Chamblee’s City Hall and existing Civic Auditorium and Police Station, but it also sits along the old Peachtree Road corridor and contains the largest contiguous potential development tracts of the City. The tracts identified in green are also of interest to the City and several of those are currently in discussions with the DDA for either acquisition or ground lease. Several other tracts along Broad Street and Peachtree Road have been redeveloped in interesting and attractive ways which reflect the future for the Downtown area of Chamblee.

It is anticipated over the next several years that the DDA, as it sells or repositions tracts that it currently owns, will use the proceeds from those sales to continue its targeted acquisition strategy consistent with the DCTC plan.



II. CONSULTANT STUDY PROCESS



"First Do No Harm"

From the ancient Hippocratic Oath

The chart on the left shows the dramatic level of redevelopment that has taken place in the City of Chamblee since the year 2000. The purpose of this chart is to show the progression of development heading north between the split of Peachtree Blvd. and Old Peachtree Road. It also shows the large blocks of existing space that were dominant in the City of Chamblee when most of the area between Peachtree Blvd. and Peachtree Road were rail-served industrial sites. This created large land parcels and lack of pedestrian orientation. By utilizing the rail network remaining trails as well as the Peachtree Road area, the City of Chamblee is already doing significant development efforts which is allowing a focus on the City Center area.

The City and DDA have been strategic in guiding good quality development north from the Whole Foods retail center ("Peachtree Crossing") north with transformative office, retail and residential development. The DCTC plan builds on these solid foundations.



DCTC MARKET STUDY - SUMMARY

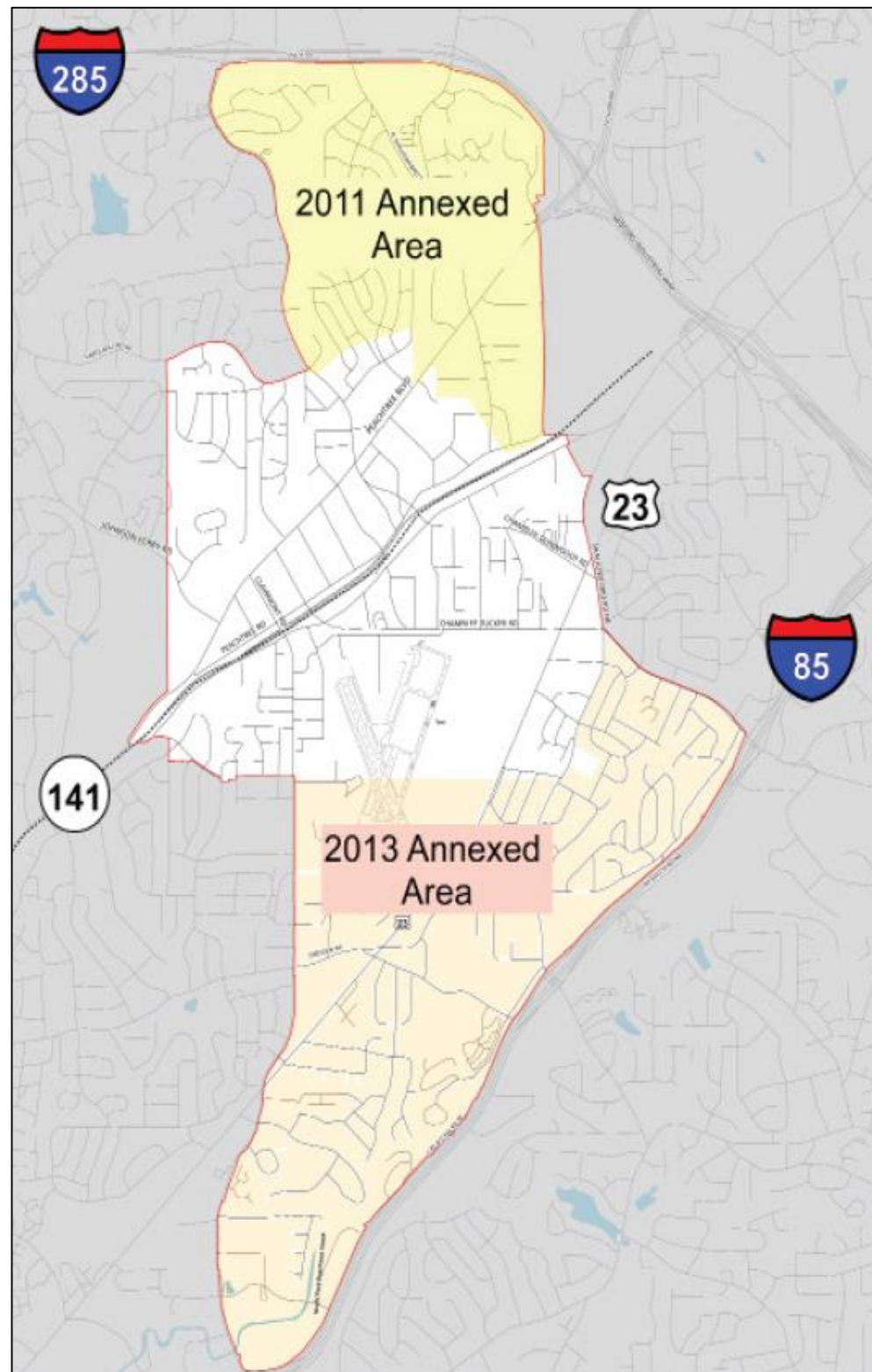
Use	Comments	Net Demand
Rental Apartments	Class A product - structured parking in a walkable, TOD urban format that is built to the street. Should include a portion targeting large-unit empty nester product for area move-downs.	644 units
Detached Single Family (Periphery of Town Center)	Move-up and Luxury product for young and mature families, as well as smaller "jewel box" master-on-main for empty nesters. Room for innovative/denser formats such as patio/terrace homes and zero lot line homes in addition to traditional family-oriented plans. Will not likely hit full demand potential given limited land and certainly not a use of the Town Center area.	47 units
Attached Townhomes	Provide both move-up product for younger families as well as higher-end townhomes with elevator options for empty nesters. Clustered near dense, active areas - near restaurant and retail.	60 units
Attached Condos (For Sale)	Small condo building or units above retail/office. Offering quality finishes throughout building, but minimal amenities to maintain low HOAs. If not located above retail, clustered near dense, active area - near restaurant and retail.	40 units
Hotel	Target product is a 120-key hotel to include a lobby bar, 2,000 - 3,000 square feet of meeting space, shuttle service and the selected brand's standard amenities.	120 keys
Neighborhood Retail / Restaurant	Bring in diverse tenant base including local services and restaurants, with few dry goods. Create the "place" people want to be by bringing high-quality local restaurants to the area. Emphasize full-service and fast casual restaurants; patios and other community gathering areas.	58,500 SF
Class A/B Office	Capitalize on the demand for services (doctor's office, child care and the like) to create a true urban environment with services available within walking distance. Class A/B product similar to what is offered in adaptive reuse along the BeltLine. Target small tenants under 5,000 SF, primarily in the TAMI (technology, advertising, media and information) industry sectors.	98,000 SF

"In an abundance of counselors, there is victory"

Proverbs 24:6

Mindful of the recently completed and ongoing private developments, Seven Oaks engaged two nationally recognized CRE consultants, Noell Consulting and CBRE Hotels to run an in-depth market analysis on the net demand that the new Town Center can *capture* over the course of the next five (5) years. The studies considered local drivers such as the CDC and Third Rail Studios, along with the in-place retail and residential that have developed and excelled in the corridor. The table to the left provides a summary of those forward-looking results.

Seven Oaks applied these important findings to the layout of its proposed Town Center Master Plan, incorporating the scale at a realistic level to accommodate for the actual demand expected over the next five years. The appendix to this document contains the full market research reports used in our engagement.



***“It’s Growing”** - From a Smoky Robinson song*

In addition to the density driven by private development in the Town Center Area, the City of Chamblee office and municipal needs have grown significantly over the course of the last 10 years. The geography of the city limits alone have expanded roughly three-fold over that time, and a growing concentration of activity has occurred within those city limits as well.

As a natural progression, City Hall and the other municipal facilities that had once been built for a much smaller City no longer provide the capacity for its growing employee and equipment base needed to serve the public. The City, previous to engaging Seven Oaks, wisely commenced a Space Needs Assessment performed by Clark Patterson Lee. This study was similar in horizon to the private market study produced by Noell Consulting and CBRE Hotels in that it looked forward to expected growth over the next five years.

Seven Oaks considered the in-depth work performed by Clark Patterson Lee while it was in process and concluding during this Master Planning engagement. The Space Needs Assessment was invaluable in the evolution of planning for the DCTC. This was because while studying the private sector development, the public sector demands must also work in harmony with the future development coordination within DCTC. Such an approach provides efficiencies in components such as parking, while also establishing the presence and destination that Chamblee wants for the center of its City.

The City discovered the estimated space needs (chart on right) for its administrative offices that it would like to consolidate in the Town Center area.

Use	SF
Council Chambers	6,500
Municipal Court	0
City Manager	1,617
Elected Officials	1,705
Economic Development	946
Public Relations	1,496
City Clerk	2,332
Finance	1,631
Human Resources	1,419
Development	6,441
Parks and Rec	1,826
IT	583
Building Support	2,013
Total	28,509

Source: City of Chamblee Map;
2016 Comprehensive Plan

***“Where did all these cars come from???”***

Parking remains an important resource for any concentration of development. As such, Seven Oaks engaged well-known southeast parking consultant Park Simple to run a multi-layered approach to parking solutions as the master planning process progressed. First, Park Simple established a baseline by surveying twelve (12) peer City Centers around the Atlanta MSA to gather the nature of their parking operations and construction. Park Simple also began researching other town centers throughout the Southeast to observe their practices and approaches to solving parking problems.

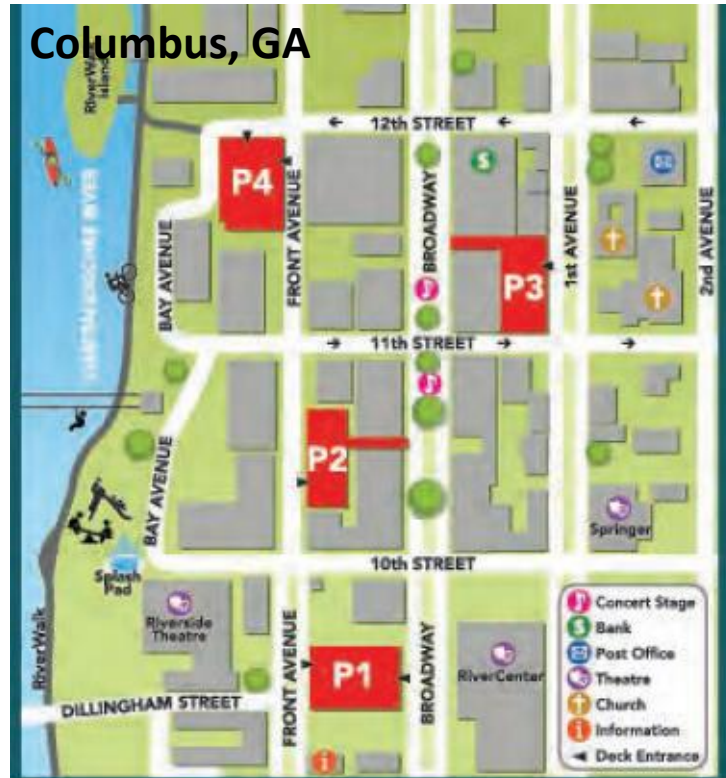
Below is a summary of findings:

	Suwanee	Duluth	Alpharetta	Woodstock	Marietta	Brookhaven
Paid Parking	No	No	No	No	Yes	No
Time-restricted Parking	No	No	No	Yes	Yes	Yes
On-Street Parking	Yes	Yes	Yes	Yes	Yes	Yes
Off-Street Parking - Surface	Yes	Yes	Yes	Yes	Yes	Yes
Off-Street Parking - Structured	Under Const.	Planned	Planned	Planned	Yes	Yes
Shuttle/Trolley	No	No	No	Yes	Yes	No
Off-street Parking Controls	No	No	No	No	Yes	No
Public Financing Sources	SPLOST	SPLOST	Land Sales	SPLOST	Various	Various
	Cumming	Decatur	Roswell	Milton	Sugar Hill	Sandy Spgs.
Paid Parking	No	Yes - All	Yes	No	No	TBD
Time-restricted Parking	Yes	Yes	No	No	No	TBD
On-Street Parking	Yes	Yes	Yes	Yes	No	Under Const.
Off-Street Parking - Surface	Yes	Yes	Yes	Yes	No	Yes
Off-Street Parking - Structured	Yes	Yes	No	Planned	Planned	Under Const.
Shuttle/Trolley	No	No	No	No	No	No
Off-street Parking Controls	No	Yes	No	No	No	No
Public Financing Sources	SPLOST	Various	N/A	Unknown	PPP	PPP / bonds

The development team discovered a trend that structured parking is being implemented across numerous cities in Chamblee’s competitive set. Cities appear to be providing flexibility, walkability, and an increase to their City Centers' density by providing more parking. The potential for increased activity and density throughout these areas is measured significantly by how much parking can be provided. While parking availability is certainly not the sole driver of successful management of density, due care should be placed on how efficient parking solutions and ample capacity can promote, rather than constrict, growth potential.



Columbus, GA



Santa Monica, CA



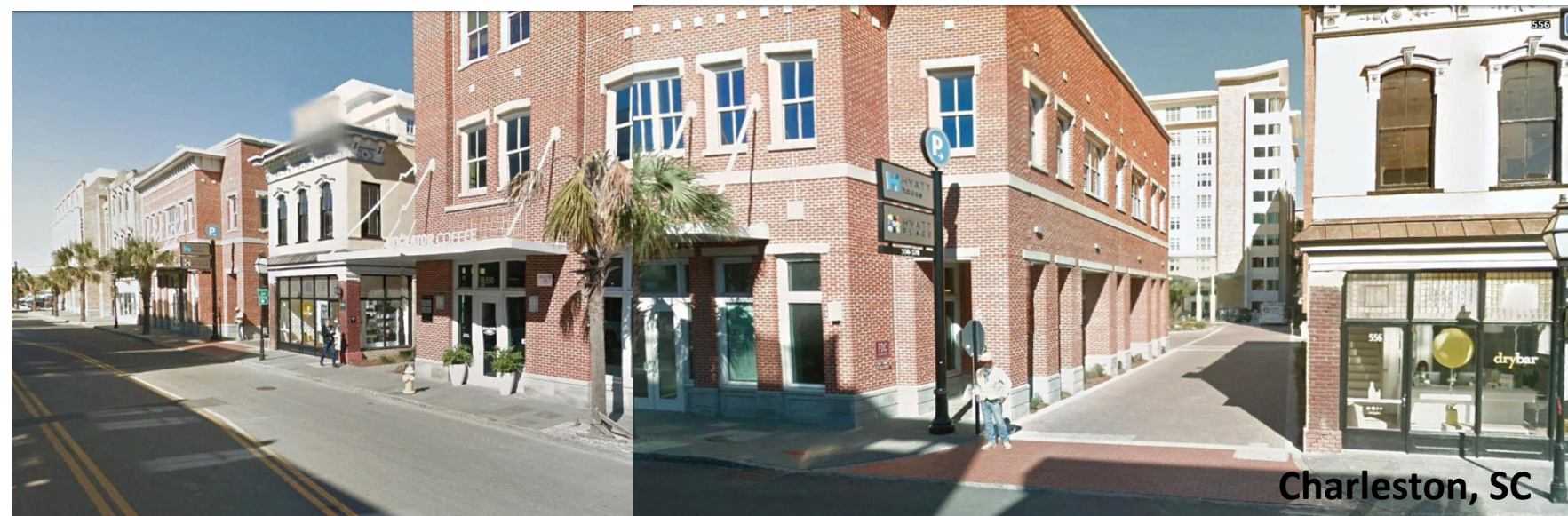
Charleston in contrast has done an excellent job dispersing their parking around the historic core, as has Santa Monica and Columbus. That model is what we wish to follow here.

“Cars are a Necessary Evil”

As various cities have struggled with redevelopment of their urban cores with effort to retain the pedestrian orientation of the City Center, they have reached different solutions but carry a common theme. Seven Oaks and HGOR show several solutions which we believe should be the pattern for the City of Chamblee. In each case, historic downtown cores of these cities have allowed the intrusion of vehicles, but strategically placing parking decks dispersed among the city so that they minimize the impact of parking structures and largely hide them.



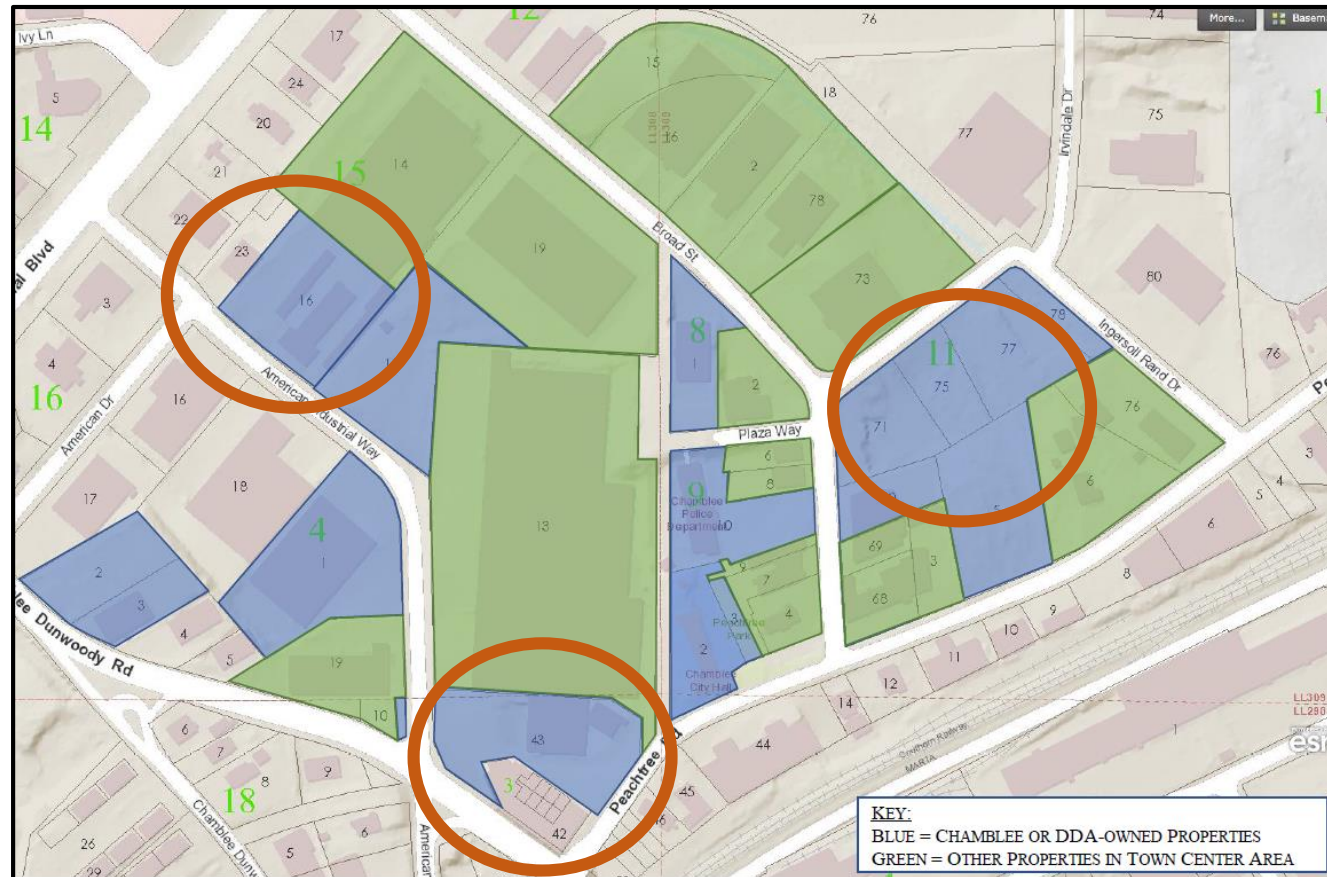
Charleston, SC is a prime example of a well-planned parking deck disbursement. To the left shows the major City parking decks placed on the periphery of the walkable core, while images to the right show how a large parking deck on King St. is completely hidden to the pedestrian.



A lesson can be learned from the City of Savannah which mistakenly built large parking structures that dominate the downtown skyline of one of the country's otherwise most beautiful cities.

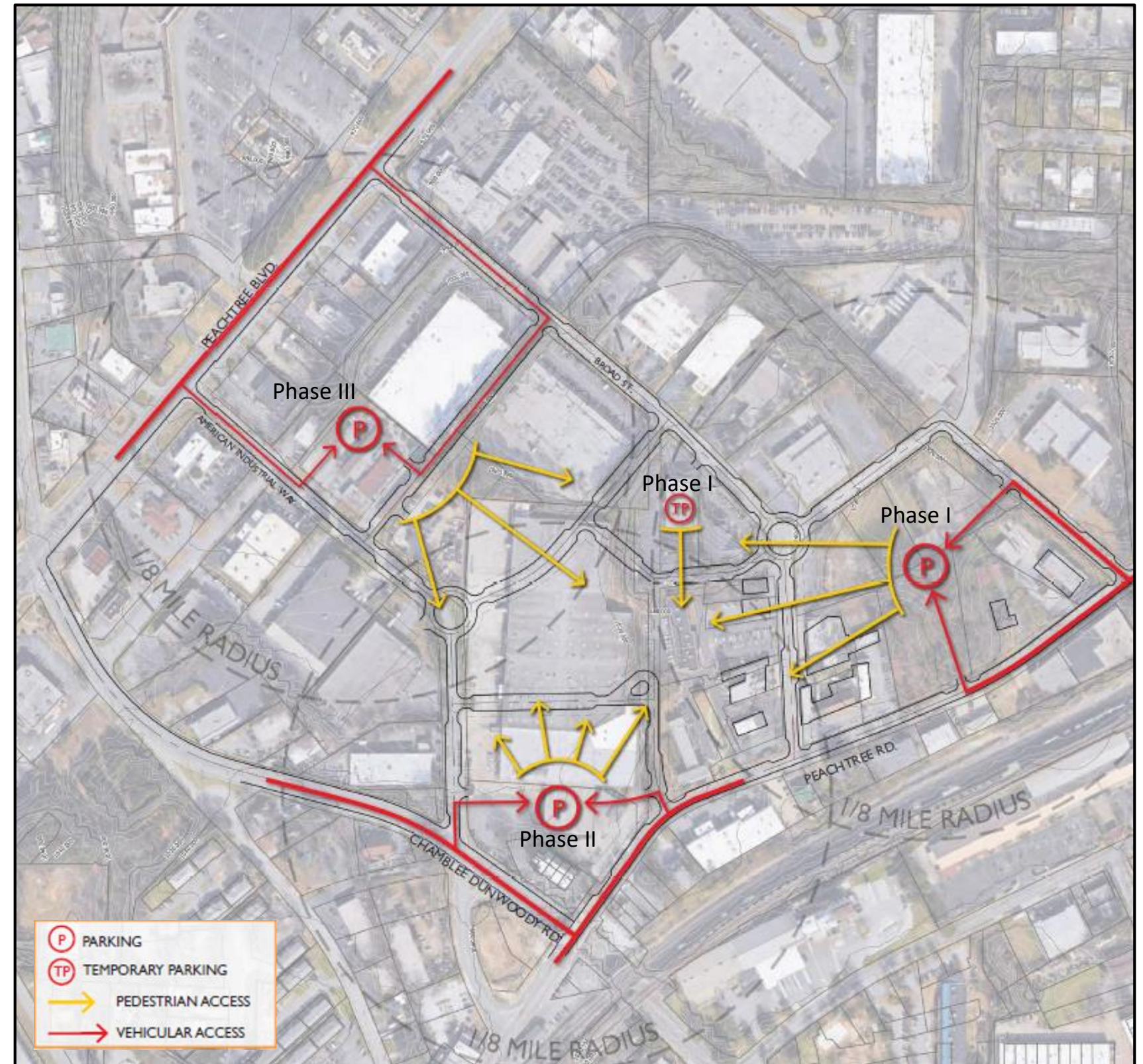


Long-Range Parking Strategies



Using the strategies that various comparable cities used to invigorate their downtown area, Seven Oaks and Park Simple then used the strengths and assessed the best way to apply them to Chamblee's plan. First, the Team drew three nodes at the beginning of the engagement surrounding the Town Center boundary, setting up an effective flow of foot traffic toward the urban core, recommending a **three-phased plan** based on market conditions and the City's initiatives.

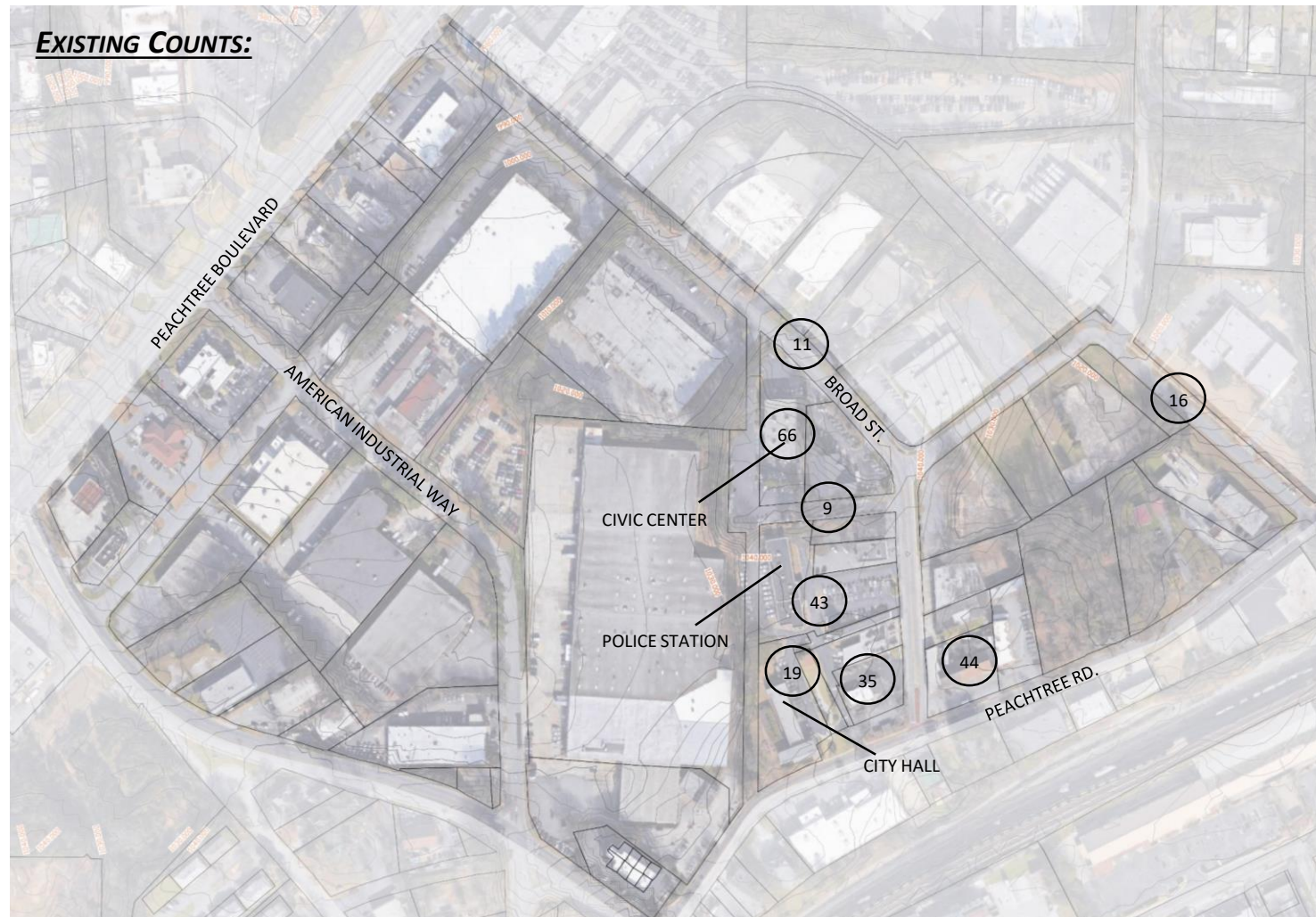
First, the Civic Center site could be used as a surface lot to accommodate roughly 45 spaces, and on-street parking in the improved streetscape can add to the supply and attract the retail businesses. In order to accommodate for the first node and the full demand outlined in the next page for Phase I, the DDA should consider a partnership with a private developer on its largest contiguous site (the Indiana Antiques building) in order to gain economies of scale. The second and third phases are outlined in the diagram to the right and should be considered when outlining the zoning subdistrict.





An important step in planning for new parking supply for anticipated demand is to understand the existing capacity, particularly in the Phase I boundaries. The full development scope of the Town Center will take shape over time through three phases, and to best outline next steps, Phase I is the most relevant focus area.

EXISTING COUNTS:



Park Simple performed a count of all available spaces that were not for private use in Phase I. This includes spaces in the City Hall and Police Station, the on-street parking and those off-street around the current retail businesses. To measure the use of these spaces, parked car counts at 10am, noon, and 2pm were recorded as well. Based on this data results yielded a 54% usage, and therefore a 46% excess capacity currently in the Phase I area of the Town Center:

Parking Supply	243 Spaces
Peak Hour Utilization	131 Spaces
Parking Adequacy	112 Spaces

It should be noted that, as a part of the forward-looking strategy, it is important to keep in mind the proper placement of parking supply relative to the building it serves.

FUTURE DEMAND FOR PHASE I:

RETAIL			Demand	Parking
	SF	%	Ratios	Demand
Furniture & Home Furnishings	2,700	5.0%	3.0	8
Grocery Stores	8,000	14.7%	3.5	28
Specialty Food Stores	1,500	2.8%	2.5	4
Beer, Wine & Liquor Stores	1,500	2.8%	2.5	4
Miscellaneous Store Retailers	3,000	5.5%	3.5	11
Full-Service Restaurants	7,200	13.3%	11.0	79
Limited-Service Eating Places	7,900	14.6%	7.5	59
Special Food Services	1,800	3.3%	7.0	13
Office of Physicians	2,369	4.4%	4.5	11
Office of Other Health Practitioners	2,666	4.9%	4.5	12
Child Day Care Facilities	11,886	21.9%	2.5	30
Savings Institutions	1,721	3.2%	2.5	4
Hair, Nail, and Skin Care Services	2,039	3.8%	3.0	6
Subtotal	54,281	100.0%		268

OTHER LAND USES		Demand	Parking
	SF	Ratios	Demand
Other Land Uses/Changes			
Adaptive Reuse	5,000	3.0	15
City Hall Expansion	28,000	3.0	84
Subtotal	33,000		99

GRAND TOTAL	Spaces Needed	367	+ 15% allowance	= 425
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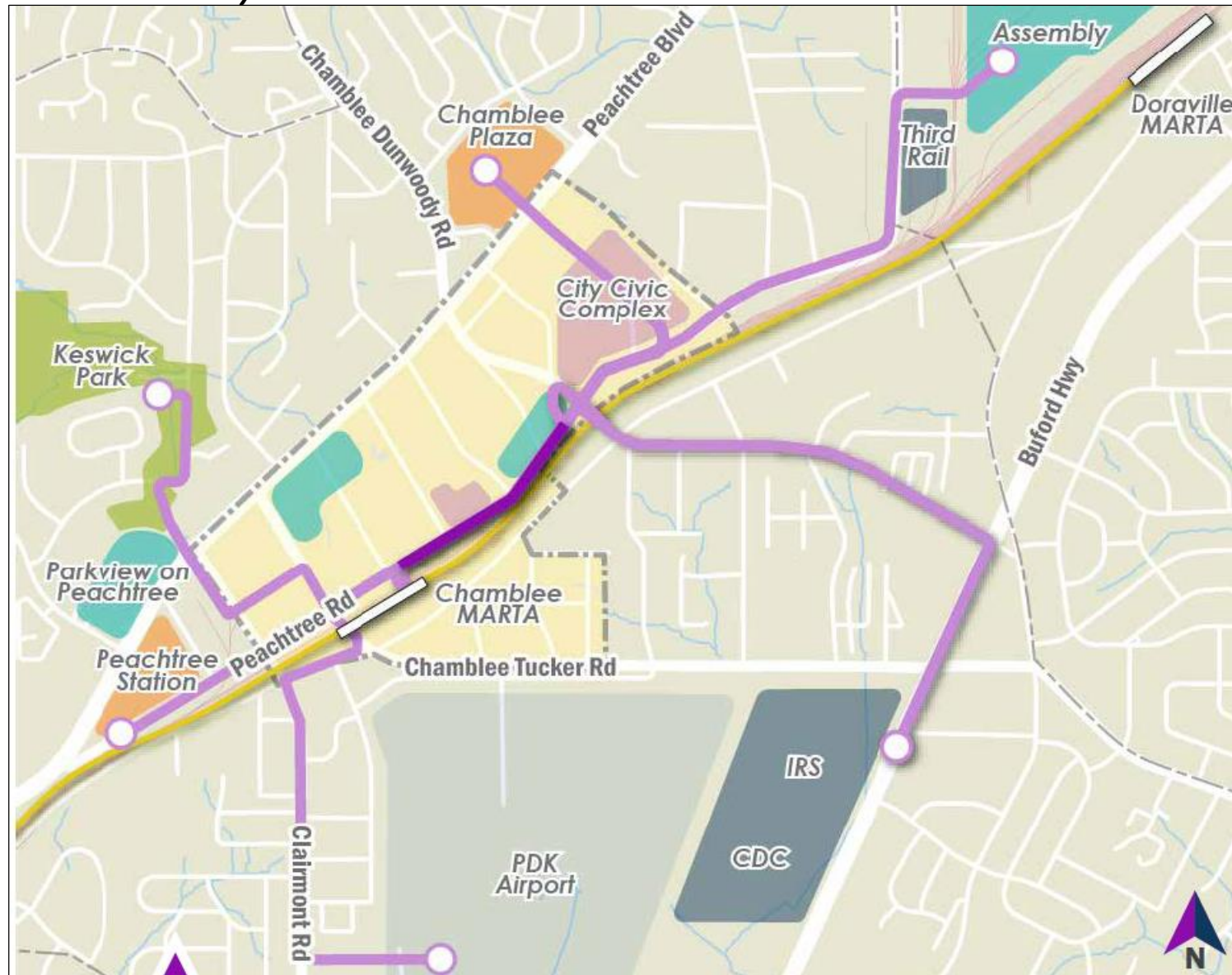
Wayfinding and signage is nearly as important as the supply of parking itself, and proper measures to do so should be taken in the near-term redevelopment of the Town Center. Numerous public comments in the community meetings highlighted the need to address current parking availability, and given the results of physical parking counts, proper communication through directional signage is a low-cost solution to address those current concerns.

Next, with the help of the Noell Market Study report, the Team looked at Retail demand expected in the Town Center over the course of the next five years given the current trends in the market. In addition, the Phase I plans include the construction of the new City Hall building, holding 28,000 SF, and a repurposing and expansion of the existing City Hall building. The chart above shows a breakdown of what this demand mix calls for in order to accommodate, and reasonably attract and finance, the construction of the buildings housing this demand in Phase I of the DCTC.

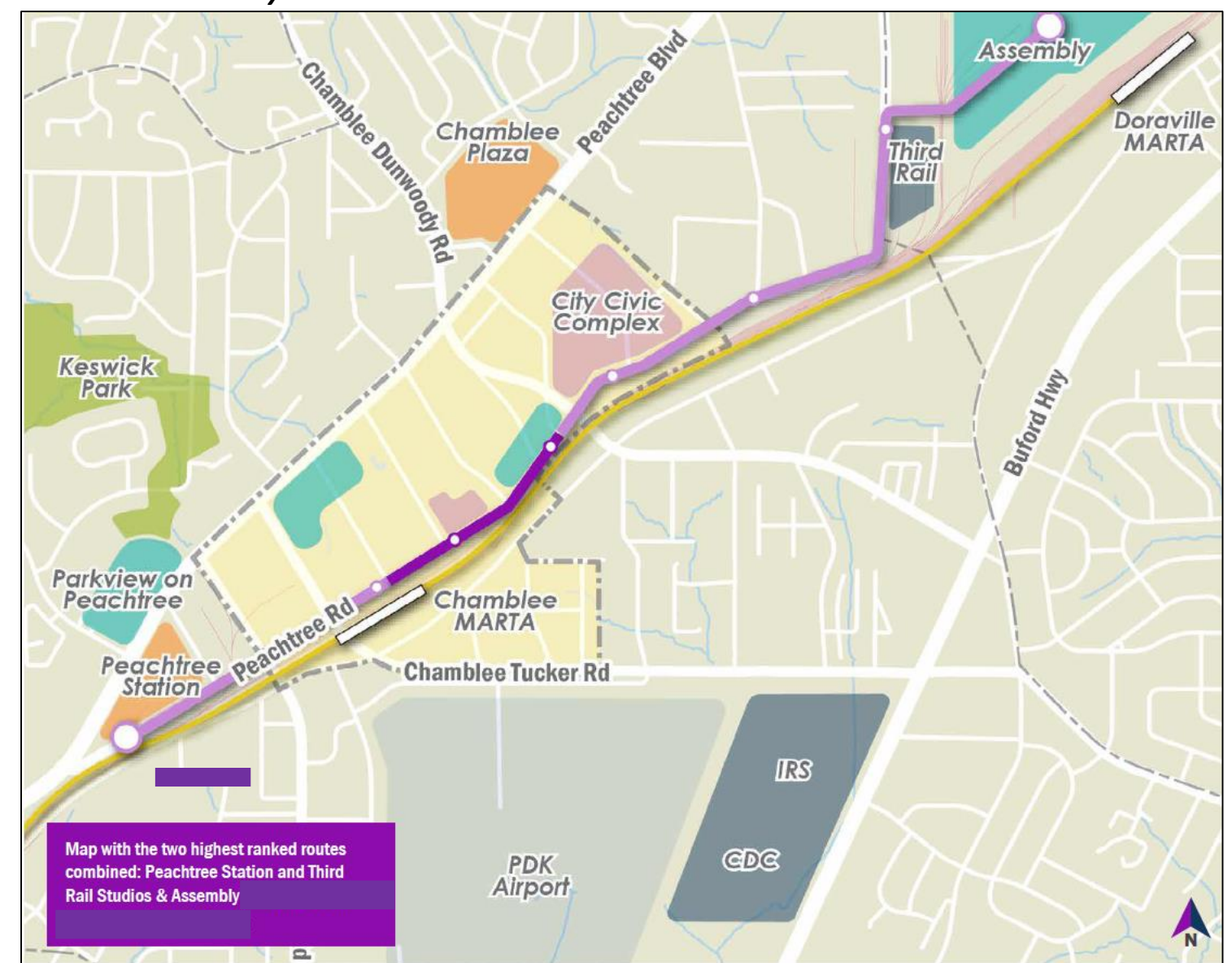


Chamblee's Autonomous Shuttle Study

All Alternate Study Routes:



Recommended Study Routes:



LEGEND		
Major Office Centers	Major Retail Centers	Park
Major Employment Centers	Airport	Alternative Routes
Mixed-use Centers	Core Segment	

The City engaged Stantec to conduct an Autonomous Shuttle Feasibility Study in late 2017. The City not only achieved high marks in its ability to implement an autonomous shuttle due to its current infrastructure, but also determined an ideal shuttle route of travel, whether or not autonomous, due to the extensive research performed by Stantec of the surrounding activity drivers. Stantec presented its final report to the City Council on March 15, 2018, and below are some of the conclusions:

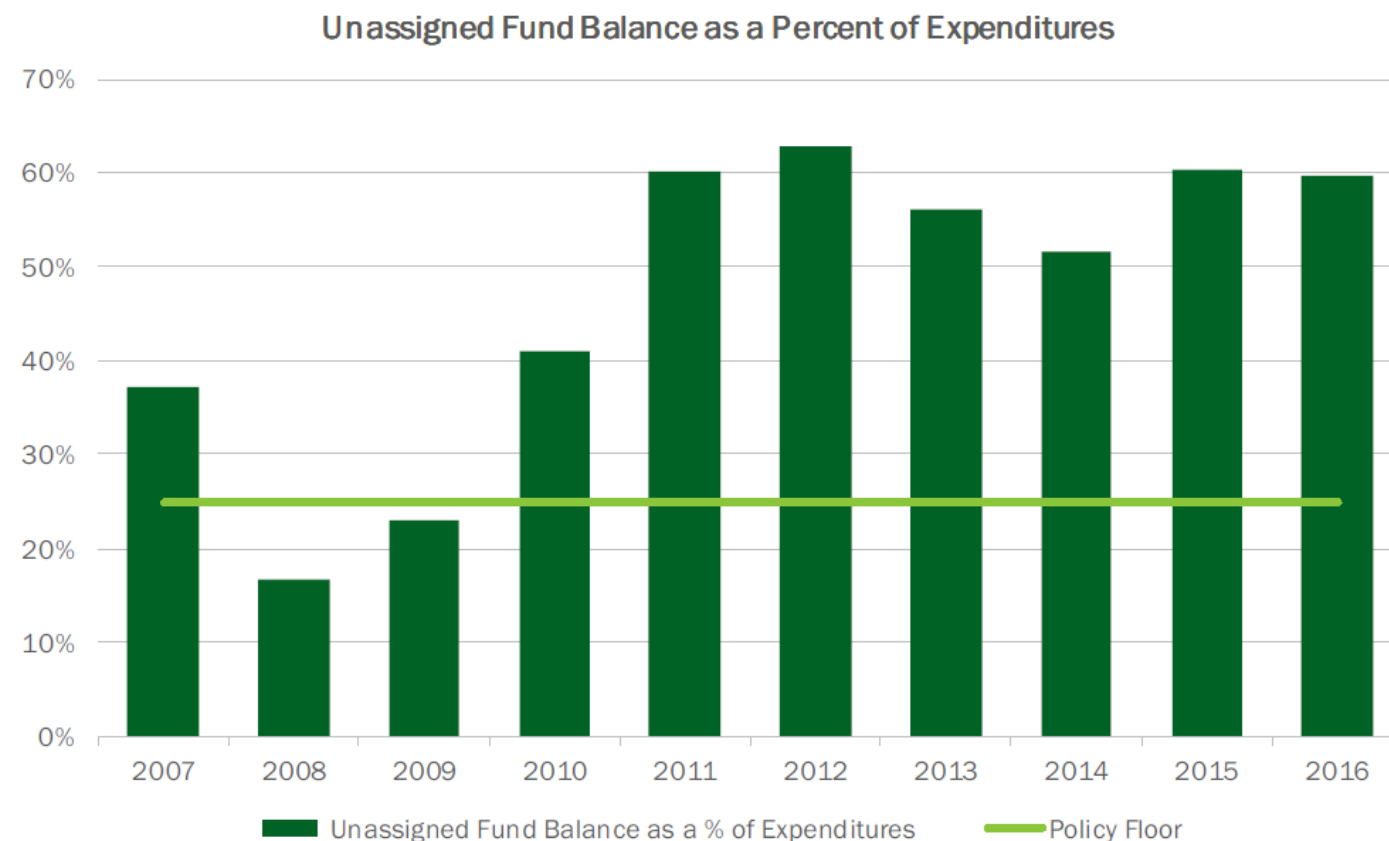
Shuttles analyzed would carry 8-16 people.
Proximity to in-place MARTA and major vehicular channels complement Shuttle operations.
Twenty-five percent of Chamblee's population is "Millennial," vs. 13% in Atlanta MSA.

Current MARTA bus routes yield up to 50-minute wait times. Shuttle frequency is much higher.
Two, circulating shuttles are initially proposed.
Estimated operating costs are 70% less expensive than operating a bus.

Overall, Stantec determined that the most feasible route would be from Peachtree Station (Whole Foods), along Peachtree Rd., and terminating at Assembly. This further enhances the Town Center Area's prospect for future growth as a central hub of activity. Discussions are ongoing between the City and Assembly's developers regarding implementing this exciting project.



CHAMBLEE'S DAVENPORT FINANCIAL REVIEW



Future Debt Capacity						
	2018	2019	2020	2021	2022	Total
Non-Self Supporting Capacity	\$5,891,238	\$0	\$0	\$1,854,122	\$3,645,684	\$11,391,044
Self Supporting Capacity	\$20,282,803	\$2,860,307	\$1,551,457	\$923,893	\$2,869,981	\$28,488,442

In late 2017, the City engaged Davenport & Company, LLC to perform a comprehensive financial review of its current financial stance and borrowing capacity. Davenport reported that Chamblee is in sound financial condition, and based on this good standing it outlined several funding strategies that may be utilized in upcoming capital projects.

Chamblee has historically carried what is considered to be a Very Strong (Moody's: Aaa, S&P: AAA) rating on Debt vs. Full Value (<0.75%), and Debt Service vs. Expenditures (<8%) ratios. The City also currently holds a Very Strong level of Unassigned General Fund Balance as a % of Expenditures, holding nearly double the ratio assigned to such rating (historically ranging close to 60% vs. a 30% threshold for "Very Strong" by Moody's).

The DDA recently issued a Taxable Revenue Bond that has been used for strategic land acquisitions vital to the Town Center development. These are either currently revenue-producing or expected to be marketed for sale and monetized in the near future. The City and the DDA is approaching the Town Center. Implementation at the right time, as it stands to greatly benefit from near-term growth in the immediate area around City Hall, inclusive of the land parcels it currently controls. **Davenport recommends that the City establish a five-year Capital Improvement program** to further improve its standing among creditors. Such a program would also help outline a road map that would provide a tangible plan of what building owners, prospective tenants and investors can come to expect in the near term by coming to the immediate area. This would enable developers to better measure its risk, improving the reliance of its proformas and thus bringing in the properly-managed development that the City wants in its Town Center. The solid financial footing that the City currently holds, coupled with a formal Capital Improvement plan shows investors that it is focused on addressing the infrastructure demands anticipated by the larger concentration of commerce in its Town Center hub. **Seven Oaks supports Davenport's recommendation of implementing a five-year Capital Improvement Program.** Debt capacity increase for the City is shown on the left.



III. PUBLIC PROCESS

“Seek first to understand, then be understood” - Stephen Covey, The 7 Habits of Highly Effective People

Seven Oaks held numerous stakeholder and community meetings, gathering feedback from City Council members, DDA members, and nearby private business owners and residents. All meetings were held within or close to the general area of the Town Center, and were held on the following dates:

- November 28, 29, and 30th, 2017
- January 30th, and February 1st, 2018
- March 3rd, 2018
- March 14th, 2018
- April 16th, 2018

Per its Development Agreement with the DDA, Seven Oaks presented its progress at each meeting dating back to January, 2018. Each meeting had a milestone to present based on an agreed-upon timeline. The dates of such DDA meetings are shown below, and videos of such meetings are posted on the City’s DDA website.

- January 23rd, 2018
- February 27th, 2018
- March 27th, 2018
- April 24th, 2018
- May 22nd, 2018
- June 26th, 2018

Additionally, Seven Oaks compiled a series of survey questions approved by the DDA Board that received over 350 responses. Survey results can be seen on the following page.

Community feedback included written survey responses and personal interaction at meetings. Additionally, community members were able to participate in a planning exercise where they could physically move around 3-D blocks to scale on a large aerial view of downtown, in order to contribute their own ideas to the planning phase. The Development Team’s numerous sessions that took place in the beginning of the planning process proved helpful and resonated through to the final proposed plan, using the community’s input throughout. General thoughts gathered by the Team include the following:

- A linear public/park/plaza space connection should be planned starting from the site owned by the DDA surrounding and including the Indiana Antiques building, leading through to the new City Hall building (the current Police Station parking lot), and eventually through to the “Tables and Chairs” building.
- Passive parks were a high priority of focus for desired amenities, and new food concepts/restaurants, live music and a Cultural History Center were among others.
- Among the transportation issues mentioned in meetings was certainly the need to be walkable. Connection to MARTA and more parking options were also seen as important. Other ideas included a bike share program, digital parking apps, and a trolley.
- Likeness to other City Centers were also used to compare overall feel and sense of space. Decatur was the most frequently mentioned, followed by Greenville, SC. The Development Team, however, is sensitive to Chamblee maintaining its own vibe throughout the buildout of a unique Town Center. To quote one participant, “let’s keep Chamblee weird.”
- Through the Survey:
 - More than half (70%) of respondents take MARTA to downtown Atlanta events regularly.
 - Roughly 45% of residents dine or shop in the Town Center Area once or more per week.
 - 10% currently take MARTA to their job every day.

**Chamblee Community Comments:**

"Passive park space / quiet spaces / incorporate lots of trees for serenity & shade."

"Keep it eclectic. Don't turn this into Brookhaven."

"Inclusive of young generations as well as senior citizens."

"POSSIBLE LIBRARY RELOCATION. CURRENT LOCATION IS A DEATH TRAP!"

"Keep the industrial feel / décor."

"Make a town Brookhaven type central plaza with full service restaurants, outdoor music venue, and brewery – all surrounded by green space. Build this and people will show up in droves."

"We need to be at the forefront of dining culture in Atlanta proper. Walking spaces and great restaurants and bars. Get what VA highlands and East Atlanta didn't get quite right. Similar to downtown Roswell walking, eating and sitting spaces."

"Dog park / dog friendly."

****"No more ugly murals."****

"Thanks for asking for input."

"Walkable / bike paths."

"Buildings no more than three – five stories tall."

"Amphitheaters are nice but the common areas need to serve multiple purposes. I would like to see infrastructure, grid systems, multimodal paths and complete streets take priority over single use amenities."

"Conduit for broadband / fiber options."

"Parks and green spaces really spruce up and bring any city alive!"

"Bourbon bar: too much beer!"

"Please consider designing beautiful (or even quirky!) wayfinding signs that also officially mark Chamblee Town Center. Also in the interest of hospitality, tourism and visual aesthetics, declare a moratorium on public storage-type or any other industrial-looking buildings on Peachtree. Consider the same for drive-through, fast-food chains. Give tax incentives to independent restaurants and shops, so that we attract more visitors and keep the area visually appealing."

"Pleased with the City bringing in contractors/experts to get the job done."

"Play areas / family friendly."

"A space like Krog St. Market or Ponce City Market could be nice. Please no more national chain restaurants or Mattress Firms."

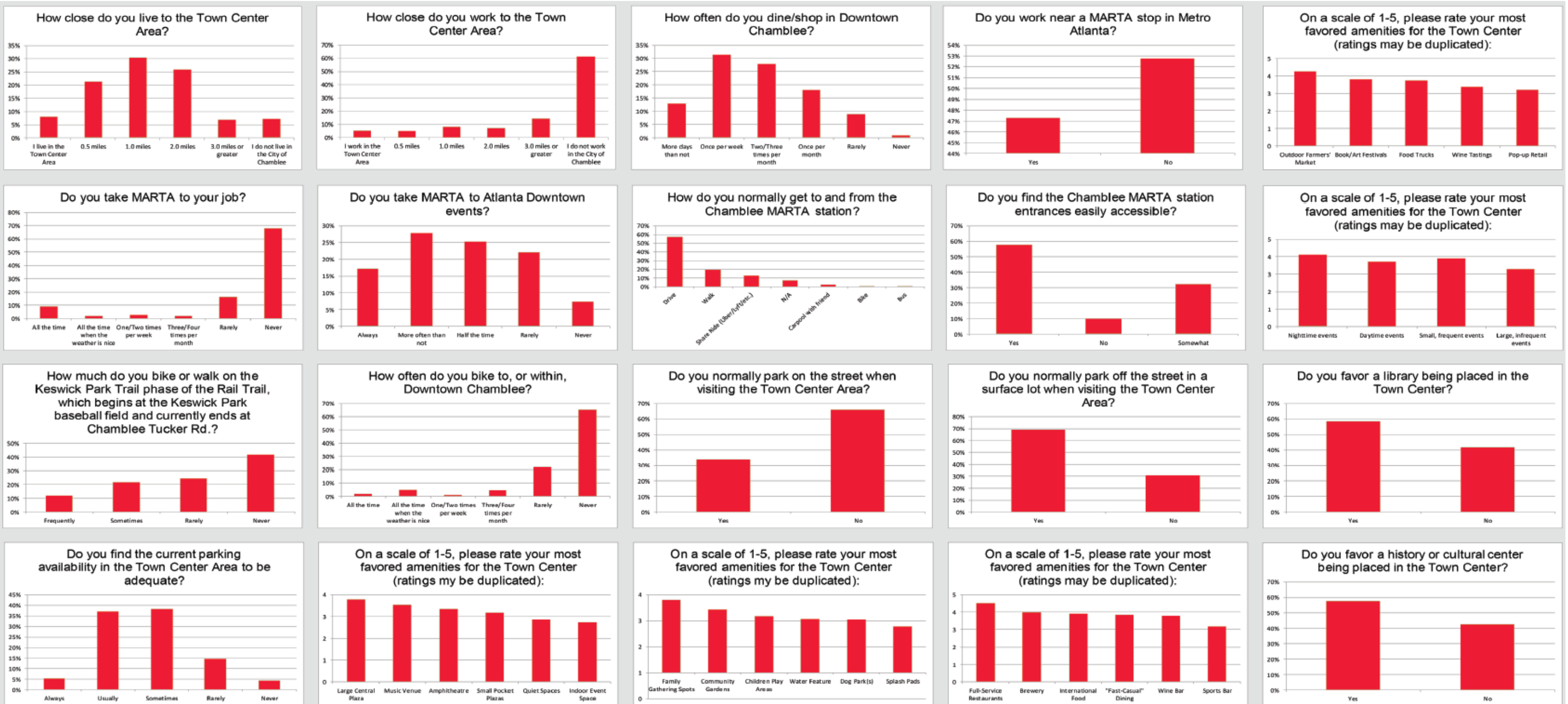
"Incorporate the Railroad"

"When I think of a town center, I think of coming to it and staying awhile, walking around stores (maybe with a glass of wine) having areas to meet new people or socialize...spend the evening there. I hope our town center is that place for our citizens so that we can attract great restaurants and retail, as well as entertainment."

"More parking, but don't dominate with large decks."



COMMUNITY SURVEY RESULTS



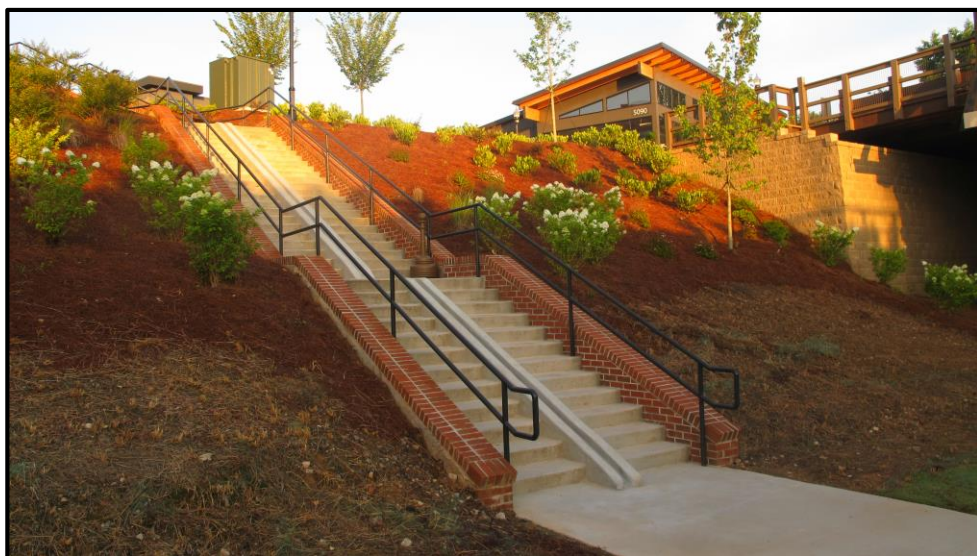


IV. EXISTING & FUTURE COMPLEMENTARY MUNICIPAL PROJECTS

The City has compiled a considerable amount of work up and down the Peachtree Blvd. / Peachtree Rd. corridor, and the work is ongoing. It has already completed the construction of the Keswick Park Trail, which begins at Keswick Park, and winds underneath Peachtree Blvd. and through Chamblee toward the new Mercy Care development. Design for the extension of this trail, thereby becoming the “Rail Trail” has been completed to 90% complete Construction Documents measuring from the Whole Foods retail center up to Pierce Drive. Additionally, streetscape improvements have been designed along this same stretch of Peachtree Road.

Keswick Park Trail images (*early morning shots when community was apparently still asleep...*) that will soon link to the extended Rail Trail are provided below:

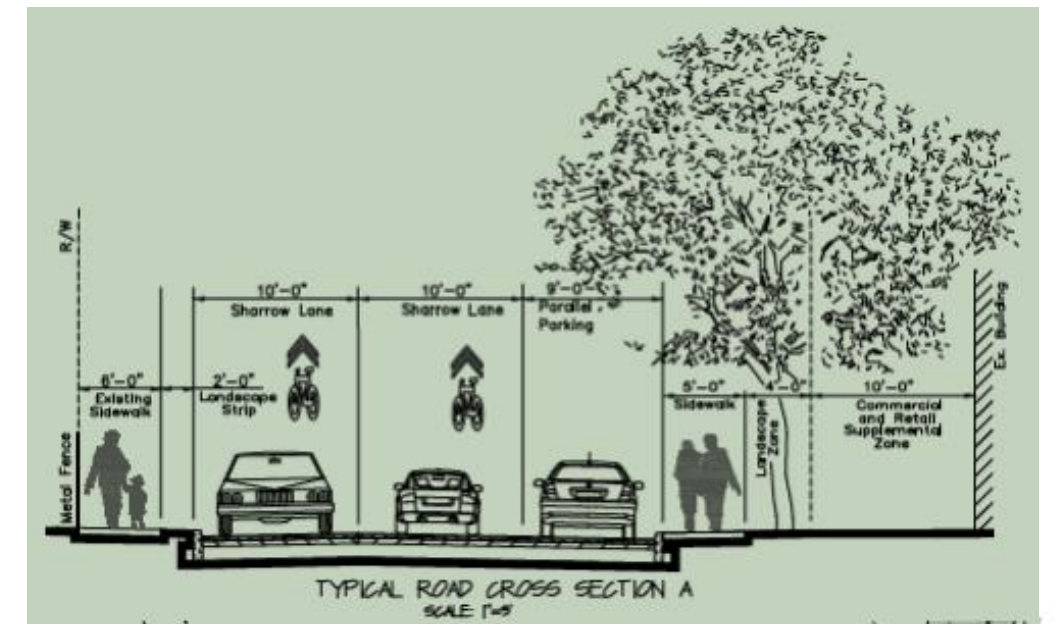
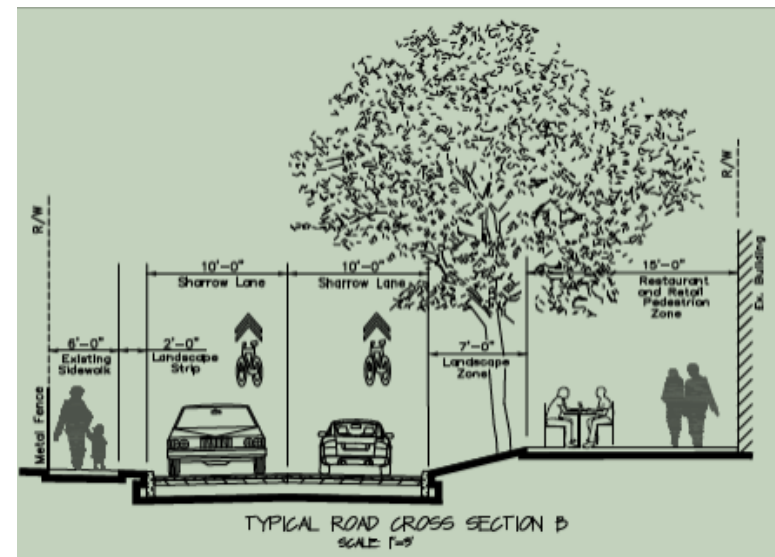
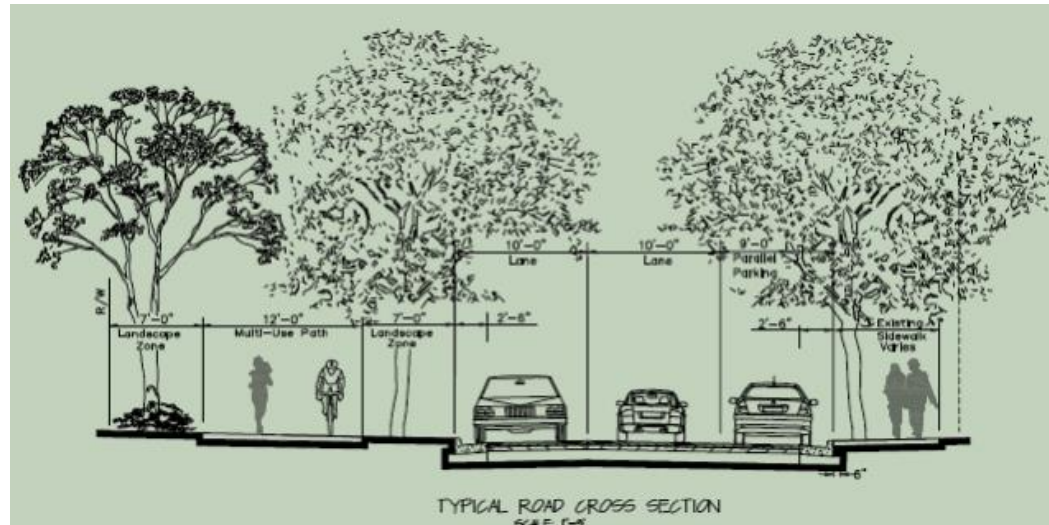
“My kind of town” – from a song by Jimmy Van Huesen & Sammy Cahn



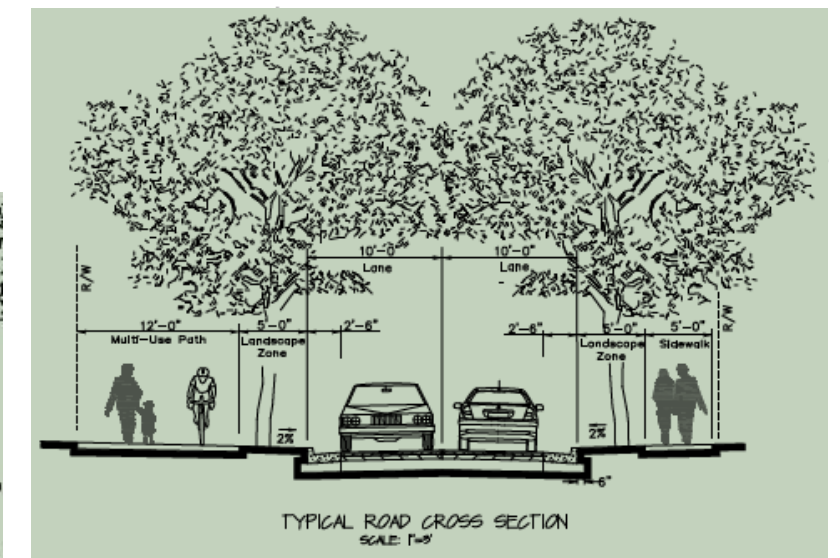
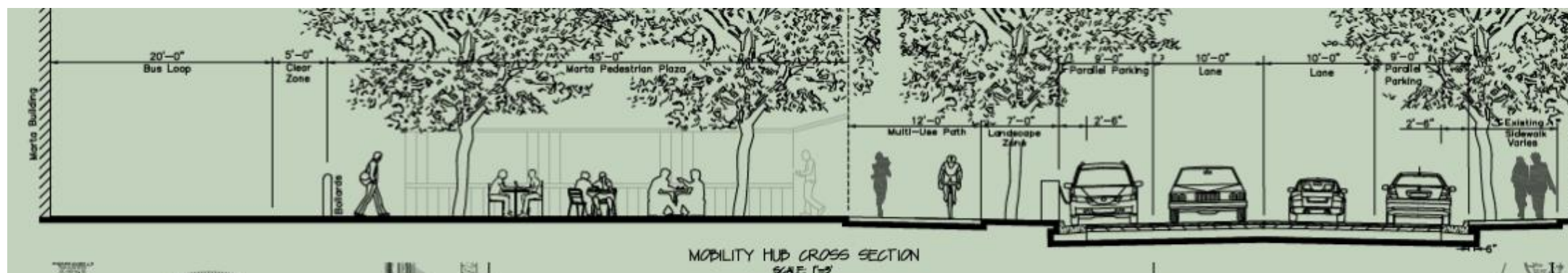


IV. MUNICIPAL PROJECTS – RAIL TRAIL & PEACHTREE CORRIDOR

Anticipated completion of construction for both the Rail Trail and the Streetscape improvements is the end of calendar year 2019. Sample cross sectionals of this design completed by Clark Patterson are shown below:



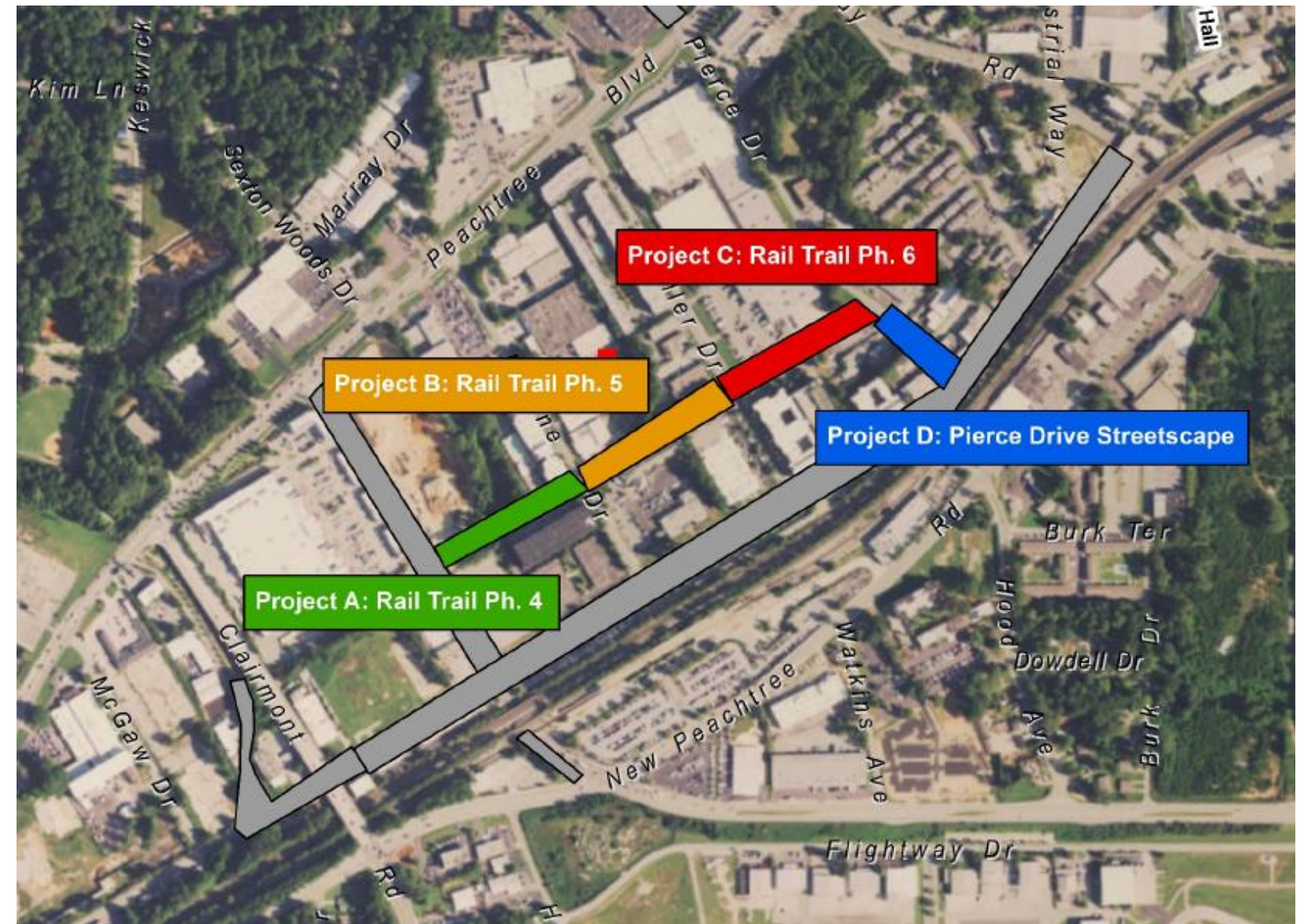
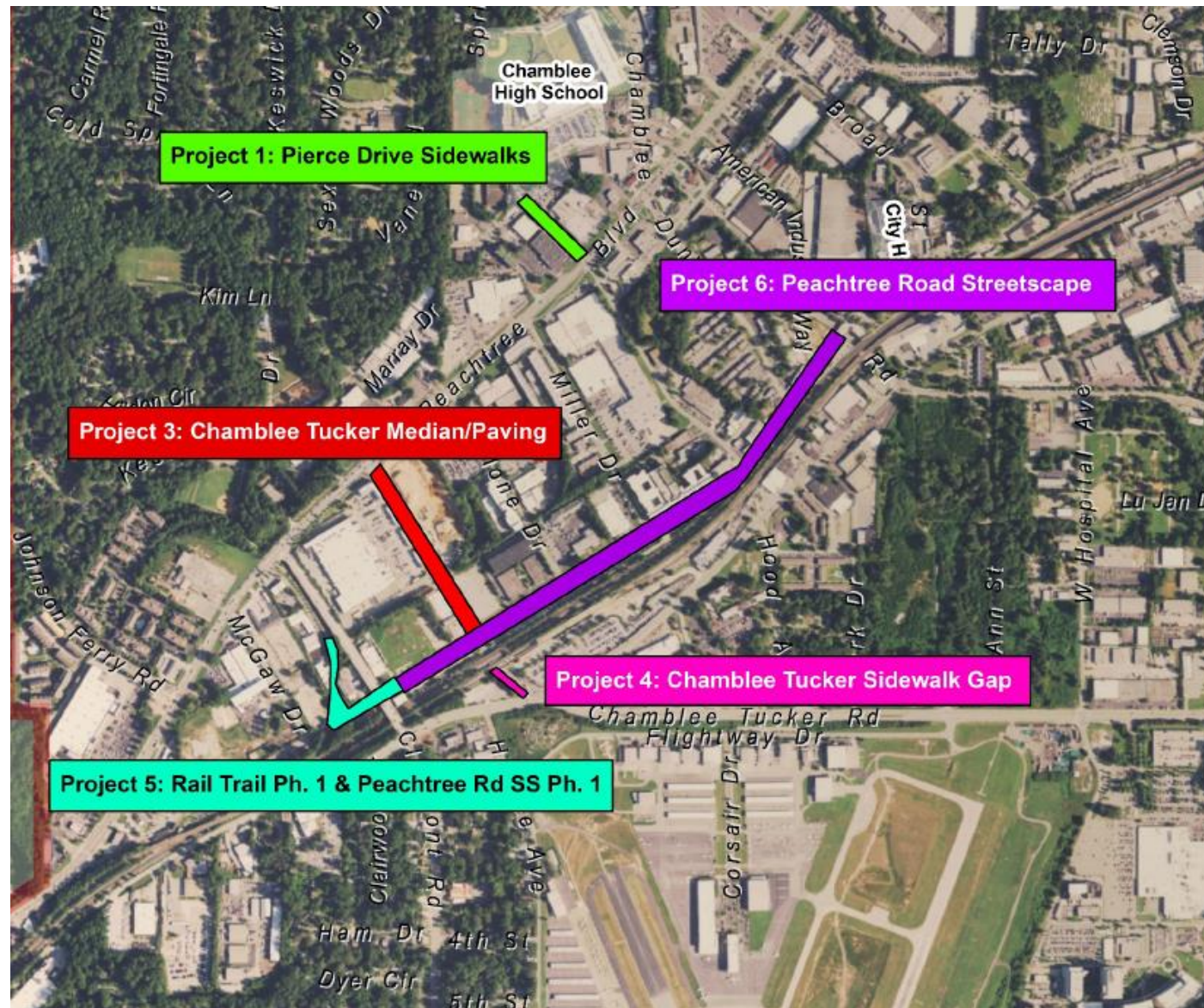
Marta Plaza:



The City's spearheading of these efforts help set the stage for the Rail Trail and Streetscape improvements conceptualized in the Town Center proposal, continuing the momentum and the continuity northbound along the Peachtree Rd. corridor.



IV. MUNICIPAL PROJECTS – RAIL TRAIL & PEACHTREE CORRIDOR – 2018/19

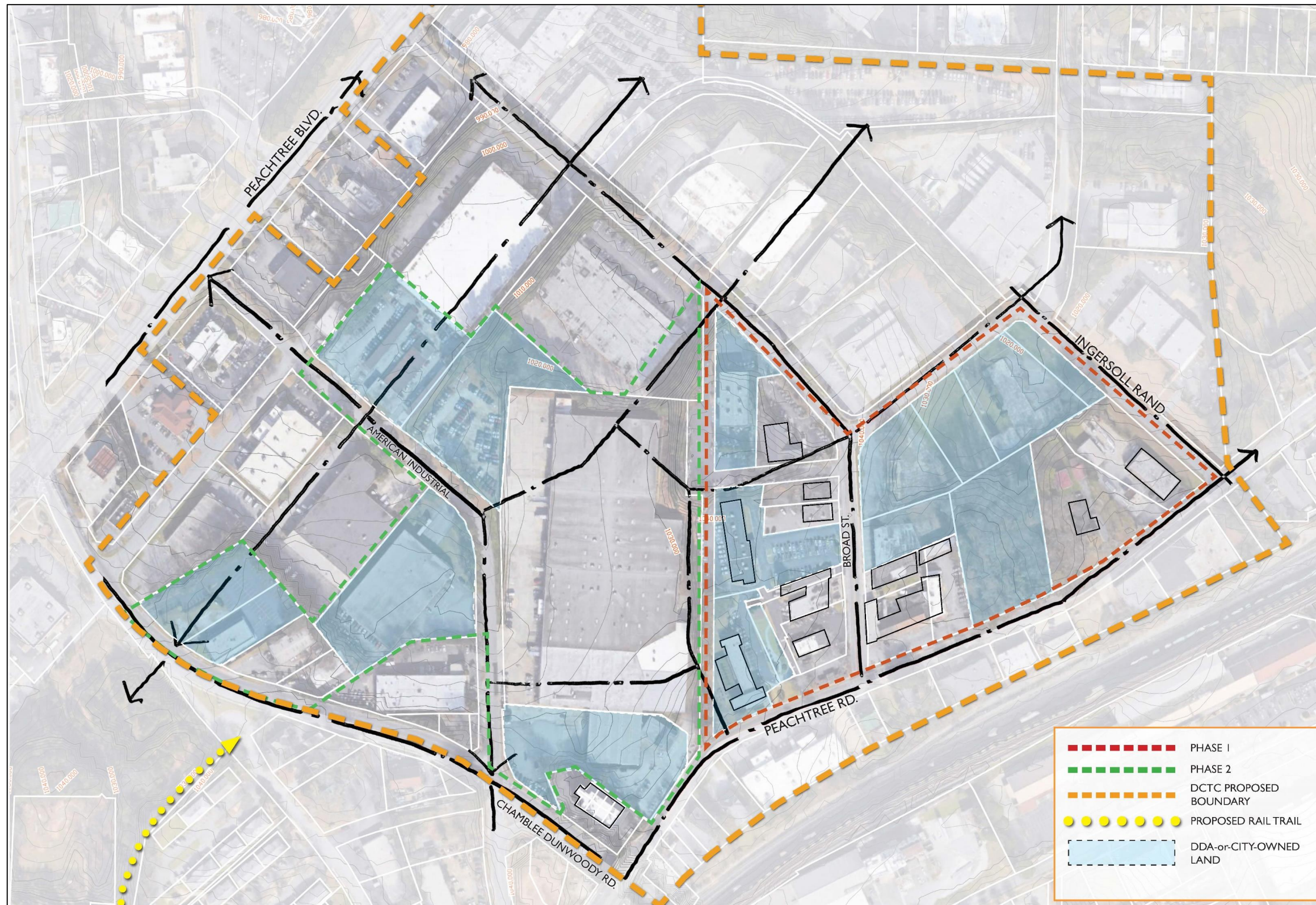


The maps shown above show the progress of the Rail Trail and Streetscape improvements expected to be complete with construction by the end of 2019/2020. The yellow line indicates the Rail Trail that is proposed to run through the Town Center and also gives context to the general boundaries of the Town Center Area.



V. CDTC DESIGN PROCESS

“First [to reduce congestion], blowup your freeways” – Mayor of Vancouver, 2007 LINK trip



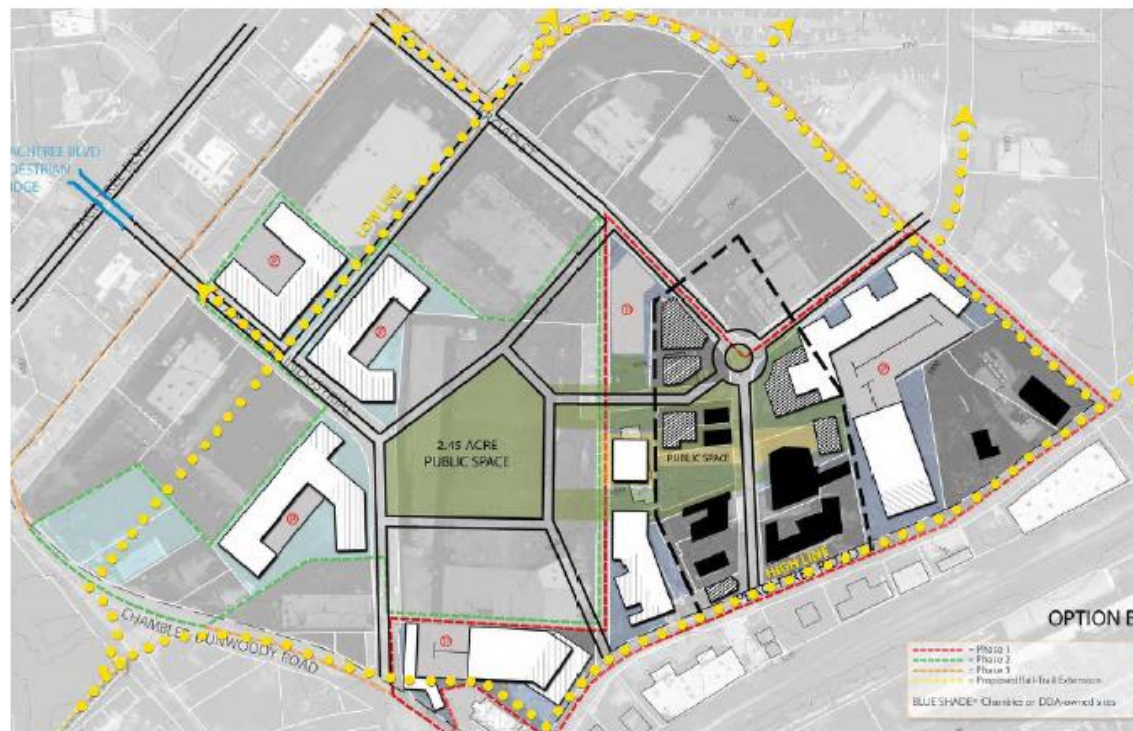
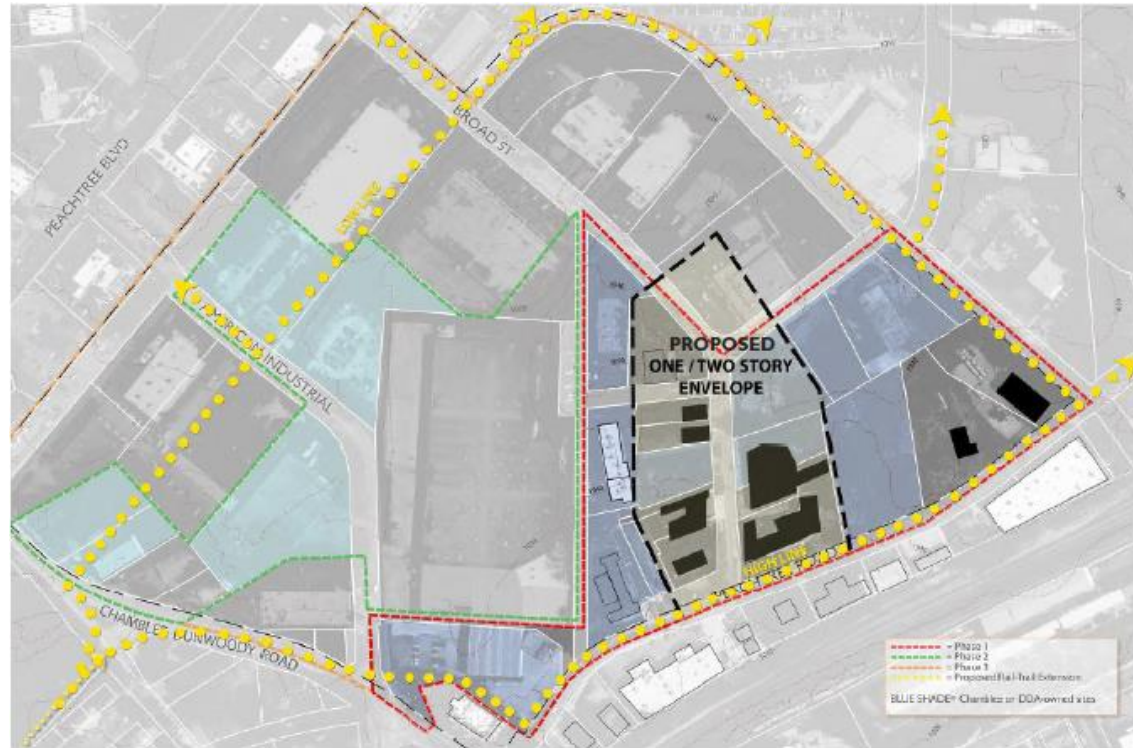
Due to the industrial rail-served roots of Chamblee, enormous street blocks were created intending to get cargo in and out of the City's hub as soon as possible via track or by railcar. This, of course, encouraged heavy vehicle traffic making the area unattractive to pedestrians and extremely difficult for an integrated, walkable environment. The large street blocks between Peachtree Boulevard and Peachtree Rd make the need imperative to create new thoroughfares that break up these blocks and create more connectivity. Such release valves should not only help vehicular traffic circulation, but also slow down through traffic altogether.

Ultimately, slower vehicular traffic, on-street parking and improved connectivity encourages pedestrian activity.

Mindful of this necessity, HGOR took a first cut irrespective of property lines to overlay an ideal street grid that not only addressed the needs in the immediate area of the Town Center, but will also allow for connection points to streets already constructed outside of the Town Center lens, helping bigger-picture circulation. Shown at left, this rough sketch was later modified reflecting existing property lines and physical improvements.



V. DESIGN – THREE INITIAL PRELIMINARY PLANS PRESENTED



Acting upon the decision to focus on Broad Street as the core of the project development, the Development Team chose to focus on increasing density of residences, office space, retail and residential fronting the Broad Street corridor according to market studies. That being said, original 1-2 story structures can still maintain a pleasant pedestrian experience while density and height can be built behind these structures.

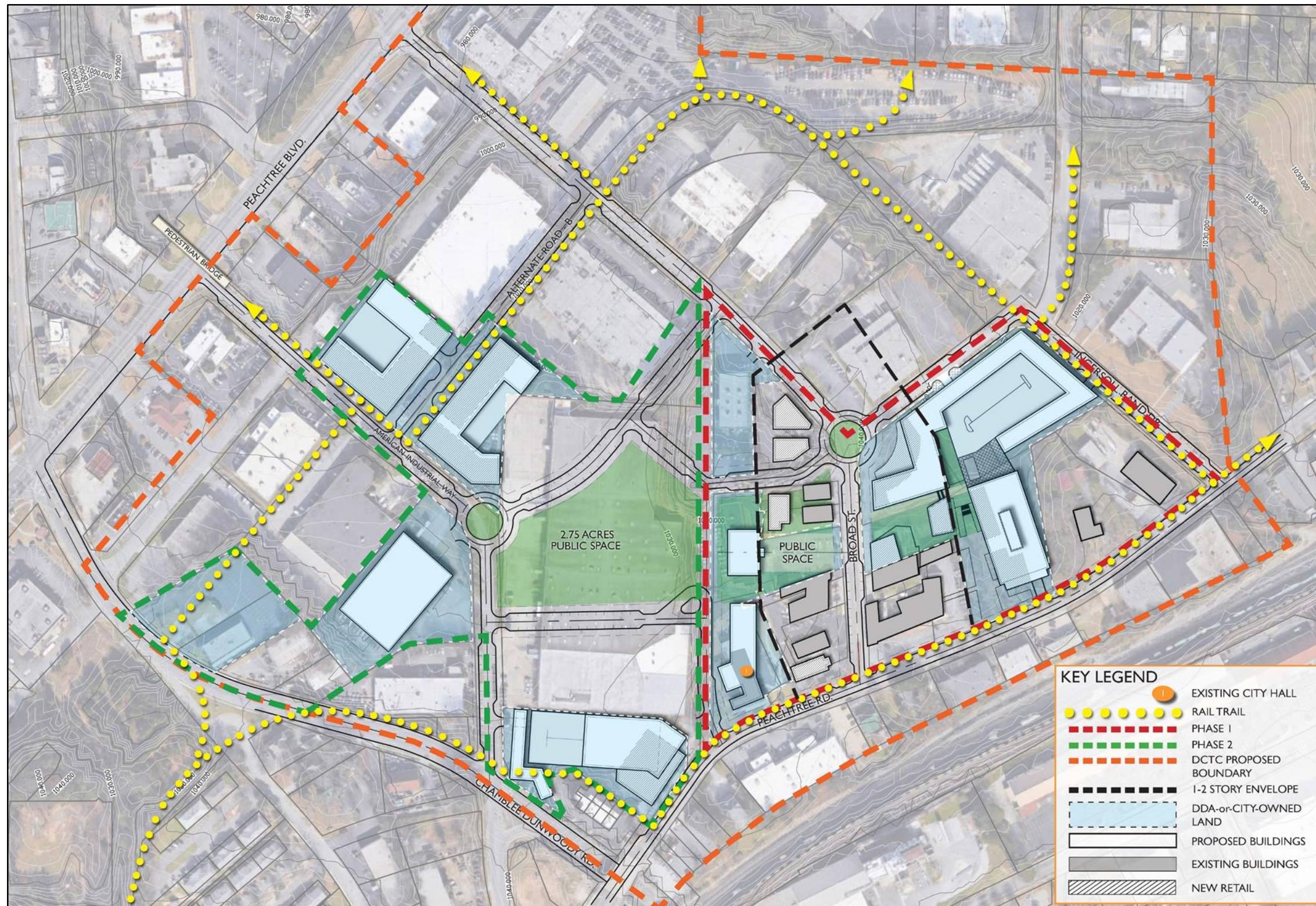
For this reason, the Development Team recommends a 1-2 story restriction along the Broad Street frontage. The top-left image shows the initial suggested estimated boundary around Broad Street.

Using the street grid on the previous page, three (3) grid design concepts were presented to the DDA in March of 2018. The images to the left show these three concepts.

The plan receiving the most interest from the City officials and DDA representatives was “Option A.” It incorporated both the pedestrian access created by the High and Low Line Rail Trail which circumnavigate the Downtown area and connect to it, as well as creating a focal vista coming off American Industrial Way to a traffic roundabout at a bend in front of the Tables and Chairs building. This roundabout coupled with the Broad Street roundabout create two primary focal points, and establish a vehicular connection which parallels the pedestrian greenscape and hardscape areas from the City Center Park, all the way across Broad Street to the 4.8-acre, DDA-owned Indiana Antiques tract. These park spaces as well as Broad Street and American Way corridors, will be connected over time with additional breaks in the large City blocks allowing the transformation of Downtown into a true walkable and urban community.



V. CITY CENTER DESIGN PROCESS – FINAL PLAN RECOMMENDATION TO DDA



DEVELOPMENT IN PHASES

The final recommended plan for the City Center is divided into three phases reflecting current ownership by the DDA or the City, as well as parcels that are either under contract or in contract negotiations.

Phase 1 focuses on the Downtown Broad Street corridor and incorporates the existing buildings along Broad Street into the new pedestrian-oriented boulevard from Peachtree Road up until a to be built traffic roundabout at Ingersoll Rand and Broad Street.

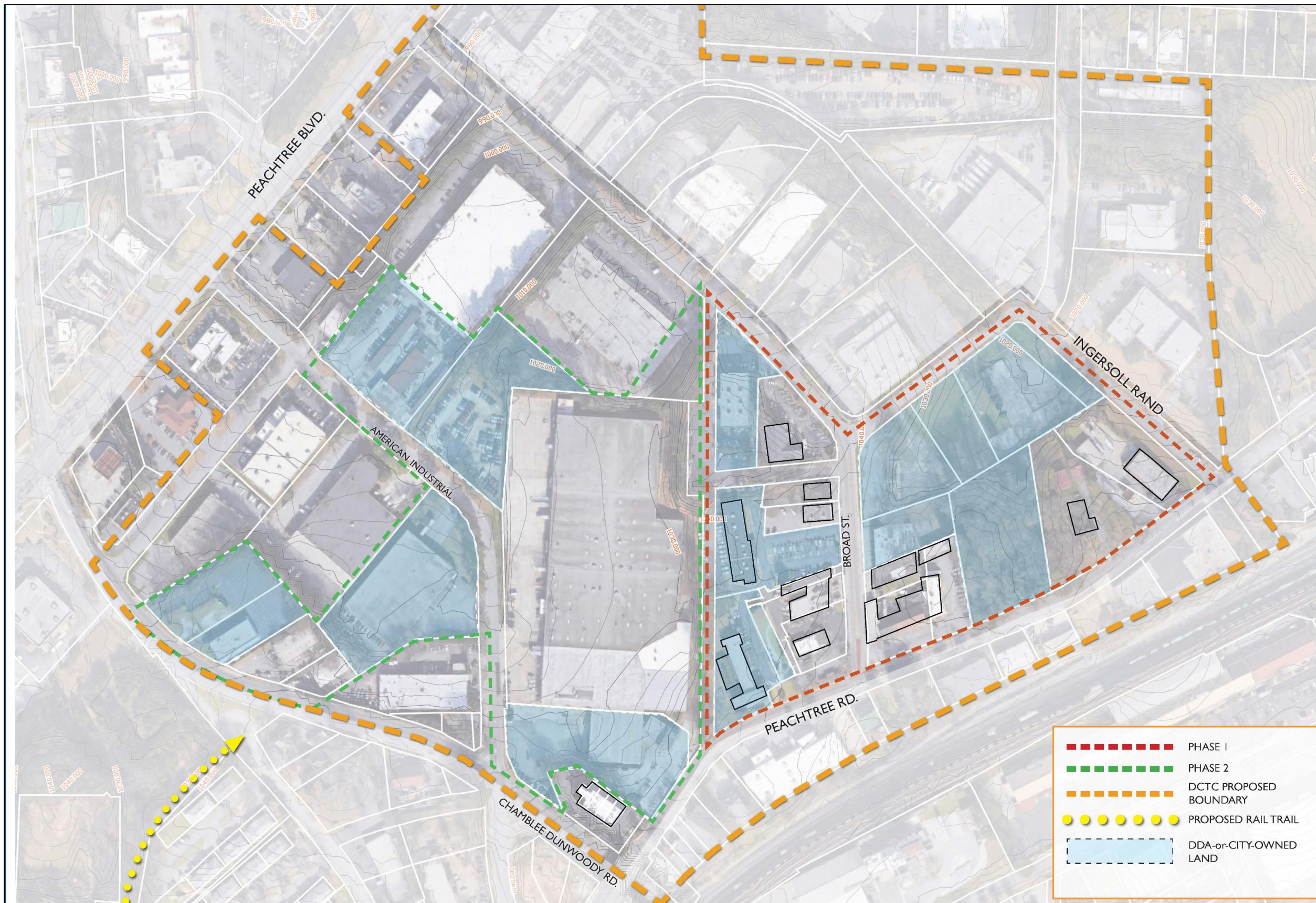
Phase 2 incorporates potential additional land to be acquired by the Authority together with existing parcels that are currently owned by the DDA. That would allow the construction of a second traffic circle on American Industrial Way (to be renamed American Way), as well as the implementation of streetscape improvements along that road and Broad Street. It also includes land currently owned by the DDA adjacent to the Vintage Pizza and residential condo tower at the corner of Peachtree-Dunwoody Road overpass and Peachtree Road.

Phase 3 contemplates the inclusion of additional land area with additional private parcels that may or may not be acquired by the DDA in the future. Private owners will be encouraged as uses continue to change in the District to bring them up to the planned vision for the area, transitioning from pure industrial use to adaptive office reuse, loft residential or other retail or commercial uses that are complementary to the DCTC vision.



Proposed DCTC District Boundaries

After extensive discussions with City staff, as well as various Council and DDA members, Seven Oaks and the Development team propose the exterior boundary shown on the left for the DCTC subarea zoning classification within Village Commercial. The purpose of the boundaries is to create an area where a distinctive character exists west of the existing MARTA and Norfolk Southern Railway right-of-way line, across Peachtree Road and then extending all the way to Peachtree Boulevard to the west, Chamblee-Dunwoody to the south, and then let those large tract properties that have a potential immediate connection to the Downtown area along Broad St. to the north. While these borders are not mandatory, it is our strong belief that this area represents a logical dividing line within the balance of the City for these type improvements.

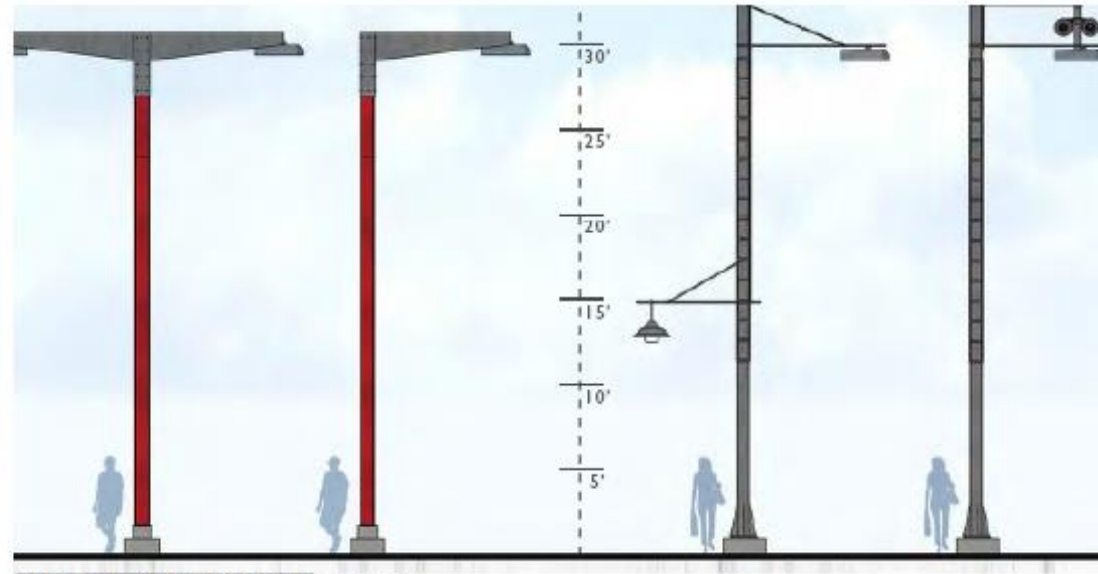




V. DESIGN – HARDSCAPE ELEMENTS - INSPIRATION



HISTORIC PRESERVATION



AESTHETICS INSPIRED BY INDUSTRY



“Keep Chamblee Weird”

Anonymous local community member

Chamblee has its own unique character that must be preserved during and after the enhancement of its Town Center. This development team paid particular attention to details in the architectural vernacular of Chamblee’s most beloved buildings while also referencing its historical rail-town roots. Chamblee’s unique evolution of rail, air and auto transportation along Peachtree Road has been an important driver to the development of its downtown to date, making it equally critical that it contributes to the downtown’s growth in the future. The images that follow are inspiration to the Master Plan.

“Planes, Trains and Automobiles”

A great 1987 comedy film

Trains - Beginning in the earlier part of the 19th century, Chamblee was founded as a rail stop along the main northeast passenger and freight rail line out of Atlanta up the east coast. Many trains have passed across this way, including the famed *Southern Crescent* memorialized in memory with those who traveled throughout the south from New York to New Orleans during the golden age of rail.



DESIGN – TRAINS, PLANES AND AUTOMOBILES



EXPOSED AGGREGATE CONCRETE



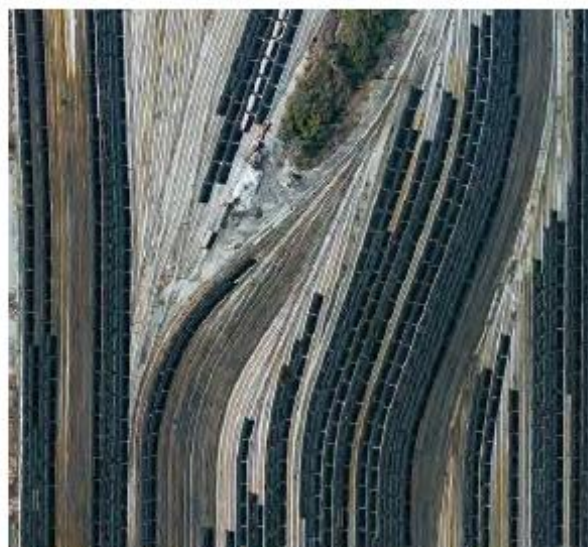
TOURNESOL SITEWORKS BOULEVARD BENCH



TOURNESOL SITEWORKS BOULEVARD BENCH



WHITACRE GREER BOARDWALK PAVER



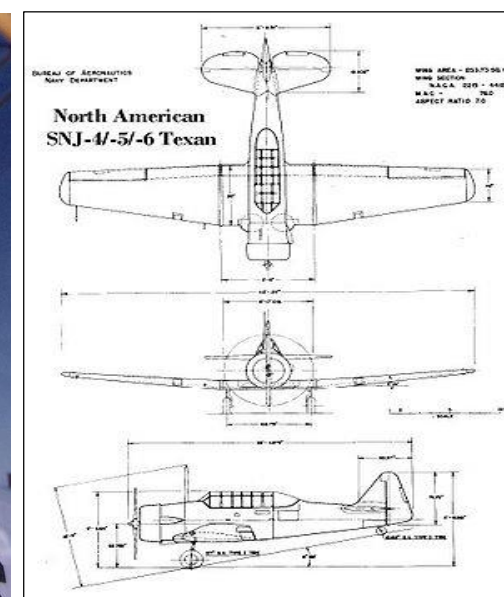
Later, Chamblee had additional rail lines coming with the construction of MARTA's northeast line, which paralleled the Southern Railway route. No doubt, railroads and transit rail have played and continue to play a major part of Chamblee's history.

Planes – As most Chamblee residents know, Peachtree-DeKalb airport began its life as Camp Gordon, a WWI training facility for the U.S. army. By the time WWII came around, it had been transformed into a naval training base and as recently as the 1950s, still had Naval Reserve pilots flying WWII and Korean vintage aircraft on the weekends as reminisced recently by Bob Hughes, senior principal at HGOR. Today, Peachtree-DeKalb Airport hosts one of the busiest private airports in the southeast U.S. and planes of all descriptions from WWII trainer biplanes to modern sleek corporate jets are regularly seen over the skies of Chamblee.

Automobiles - As Peachtree Road paralleled the old Southern Railway right-of-way heading northeast out of the City up through Gwinnett County, they ran parallel on the westside of the right-of-way of Southern Railroad and formed the heart of little downtown community of Chamblee. As mule-drawn wagons gave way to automobiles in the beginning of the early 20th century, Peachtree Road became a corridor for vehicular and industrial traffic in and out of a growing Atlanta city. Tourists and travelers to



DESIGN – TRAINS, PLANES AND AUTOMOBILES



communities north like Gainesville, Tallulah Falls and Lake Rabun, used Peachtree Road and later Buford Hwy. as their passageway out of the *Capital City* to the south.

Later, General Motors built a large assembly facility immediately north of Chamblee in the City of Doraville and also had its own impact. Finally, in the 1980s as major car dealers exited downtown locations, in and around the area now known as Ivan Allen Blvd (Centennial Hill neighborhood), many found a home clustered along Peachtree Blvd. Those dealers today form the largest concentrations of auto dealers anywhere in Atlanta region and provide a substantial economic base to the City and region.

One of the design features for the City will be to capitalize with its hardscape and streetscape elements to incorporate these themes. Illustrations of this are shown by graphics prepared by HGOR. Rail elements are planned to be included in the lighting, as well as hardscape, seating elements, signage and other elements of the Downtown District.



GATEWAY VISIONING



AMERICAN WAY & PEACHTREE BLVD.

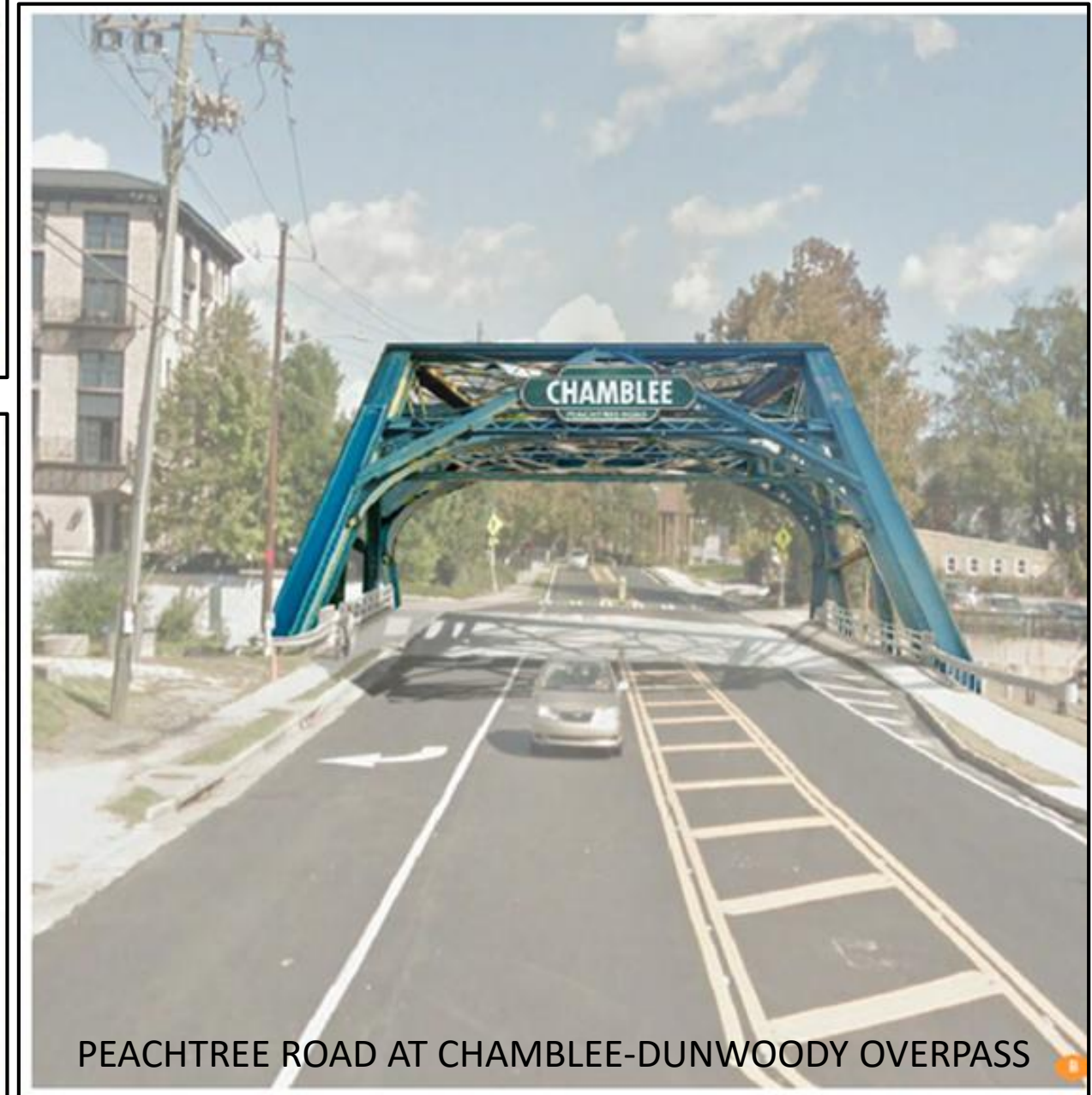


PEACHTREE BLVD. AT BROAD STREET

“Go up 41 and turn left at the Big Chicken”

Directions to Downtown Marietta often given to Atlanta residents

Once the likely boundaries were set for the City Center, we need to create gateways that signify an entry into a special district. The proposed establishment of those gateways will be along Peachtree Blvd. at American Industrial Way and Broad Street. In addition, Peachtree Road at the Chamblee-Dunwoody overpass and the intersection with Ingersoll Rand will also have features that identify the District. Each will help establish a unique community identity, as well as direct visitors, tenants and residents to the *“Actual Center of the Universe.”*

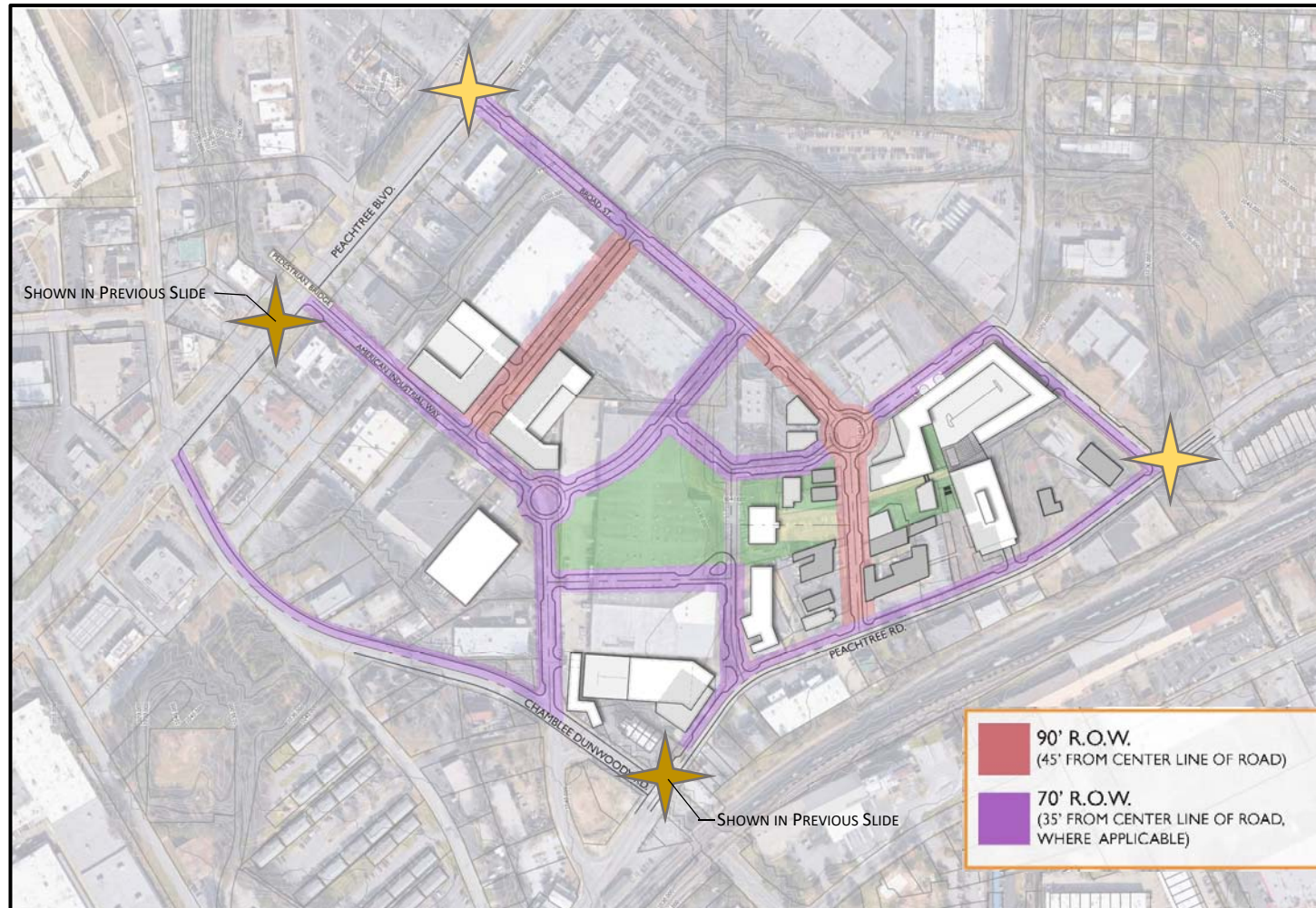


PEACHTREE ROAD AT CHAMBLEE-DUNWOODY OVERPASS



Gateways and Processionals into the Town Center

“Caffeine. The Gateway Drug.” – Eddie Vedder



The large, spanning rail bridges on the previous page depict a what a future pedestrian walkway could look like at the intersection of American Industrial Way and Peachtree Boulevard. This conceptual design envisions purchasing the exoskeleton of an actual, historic rail bridge and placing on top of a newly built structure, wide enough only to accommodate two-way pedestrian and bike traffic. The value of this bridge can spur benefits in through the following multiple facets:

- **Engaging Chamblee High School and the thriving residential areas including Huntley Hills across Peachtree Boulevard.** Peachtree Boulevard will continue to evolve through the years to come while it serves its function as a major artery in Atlanta’s traffic circulatory system. In concert with efforts to transform the long Peachtree Boulevard frontage into a walkable environment, Chamblee can seize the opportunity to connect to the pedestrian-friendly areas across this major street that already exist by building this connection point. Huntley Hills neighborhood currently has bike paths throughout, and the Chamblee High School area has wide sidewalks on both sides of the street and new residential developments that already make for an attractive entrance to the City via Chamblee-Dunwoody Road.
- **Signaling to the over 30,000 commuters traveling Peachtree Boulevard each day the route to the Chamblee Town Center Area.** The Chamblee Town Center Area needs the locational awareness and signage to bring people in. Thousands of people drive by Downtown Chamblee without even knowing this pocket of character with great restaurants and retail exists. Further, nearby access to the I-285 corridor and Spaghetti Junction offers great opportunity for visibility to Chamblee’s Town Center. This bridge, perhaps coupled with a sign for the Peachtree Boulevard exit on I-285, could direct a significant number of new visitors. This newfound awareness captured by these initiatives, in turn, drives new demand that the City of Chamblee can enjoy managing for years down the road.

- **Capitalizing on the natural, gradual incline along American Industrial Way and the vast view corridor it possesses.** The NW side of Peachtree Boulevard sits at an elevation that is under 10 feet lower than the SE side at the American Industrial Way intersection. This elevation is also similar to that of the Town Center. On the contrary, Broad Street’s intersection with Peachtree Boulevard sits much lower, leading to a steep climb into the Town Center. Placing this main access point for pedestrians along American Industrial Way allows for a pleasant walking experience and more open view corridor, where even the Manna-Pro tower far in the distance can be easily seen.
- **Embracing the rail-town roots of the City, and the interplay with the Town Center’s current and future architecture.** Architectural guidelines proposed in the Next Steps portion of this engagement will echo rail and industrial tones in order to maintain Chamblee’s character. Old steel railway structures can be purchased, and while it likely will not be a structural component of the new structure, adds a purposeful element of history to the new design and function of the Town Center. Additionally, old rail bridges have widths that work well for pedestrian traffic.

The blue bridge rendering shown at street level on the previous page illustrates the view from another important gateway: the Peachtree Road bridge over Chamblee Dunwoody Rd. This bridge serves the same directional need described for the Peachtree Boulevard bridge, and it also provides an entrance into the Town Center from the established, growing area near the Chamblee MARTA Station. In addition to American Industrial Way and the south side of Peachtree Rd., the Development Team feels that entrances at Broad St. and the north side of Peachtree Rd. are essential as well. As a result, the boundaries drawn for the proposed sub-district detailed later in this report include the properties lining this entrance.



Final Proposed Master Plan



“Variations on a Theme”

Theme and variation is a specific kind of form in music. The form of a piece of music tells you how the music is organized. With a **theme** and **variation**, the piece begins with a **theme** that is the main melody. That is followed by one or more **variations** of that melody.

As musicians and artists will tell you, the creation of a successful composition, whether it be drawn or painted by a graphic artist, or performed musically, involves taking a central theme and then adding variations around it, to give the composition color, texture, and context. It is that purpose that we wish to follow for the City of Chamblee DCTC plan. As one of our councilmen reminded us in a meeting last week, Chamblee must recognize that just as *variety is the spice of life*, our Downtown plan needs to be flexible in its execution, consistent in its quality, but act as a “figurative frame” around a distinctive community with unique buildings, tenants and architecture. Because of that, the illustration to the left should not be interpreted as “*hard and fast cookie-cutter design*,” but craft a designation of the area that will create a *frame around a very unique picture*.



STREETSCAPE - It is important that these gateways continue with a consistent feel throughout the processional into the Chamblee Town Center. As such, below are two standard streetscape sectional proposed by the Development Team for this Master Plan. As a preliminary layout, the “Broad Street Curbless” sectional should fit into the Broad Street corridor extending from Peachtree Rd. and the new roundabout. On other existing and new streets in the Town Center Street grid, the “Non-retail Bike Lane Street” shown below should be used as a guideline, creating a 35’ right-of-way from center, or 70’ right-of-way where practical.

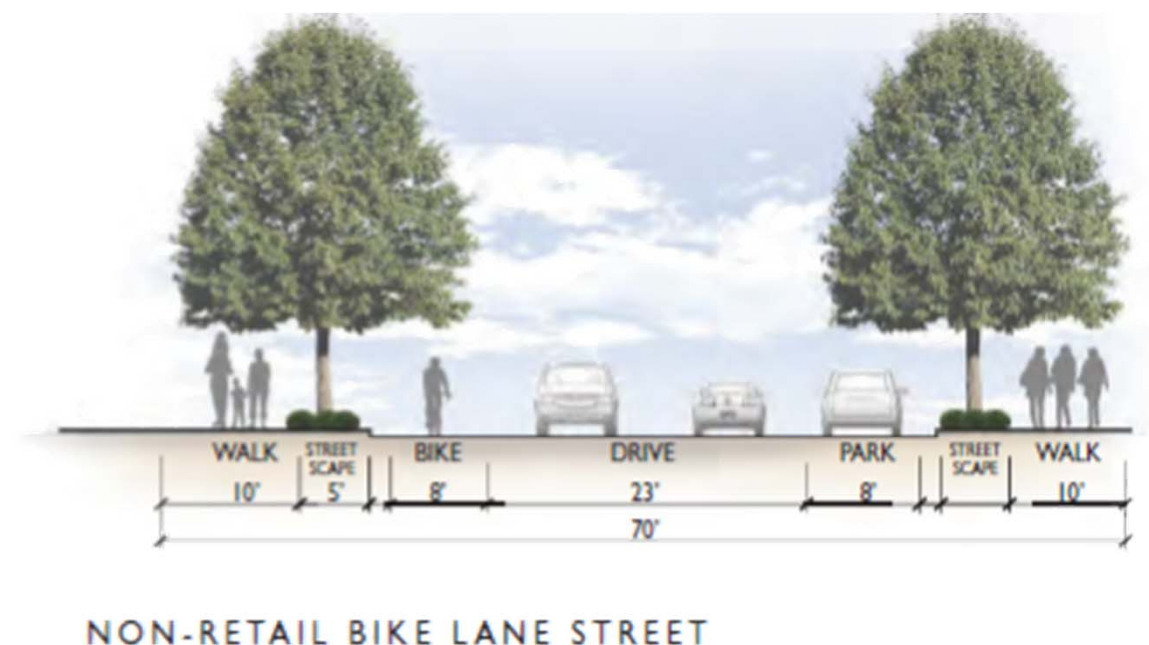
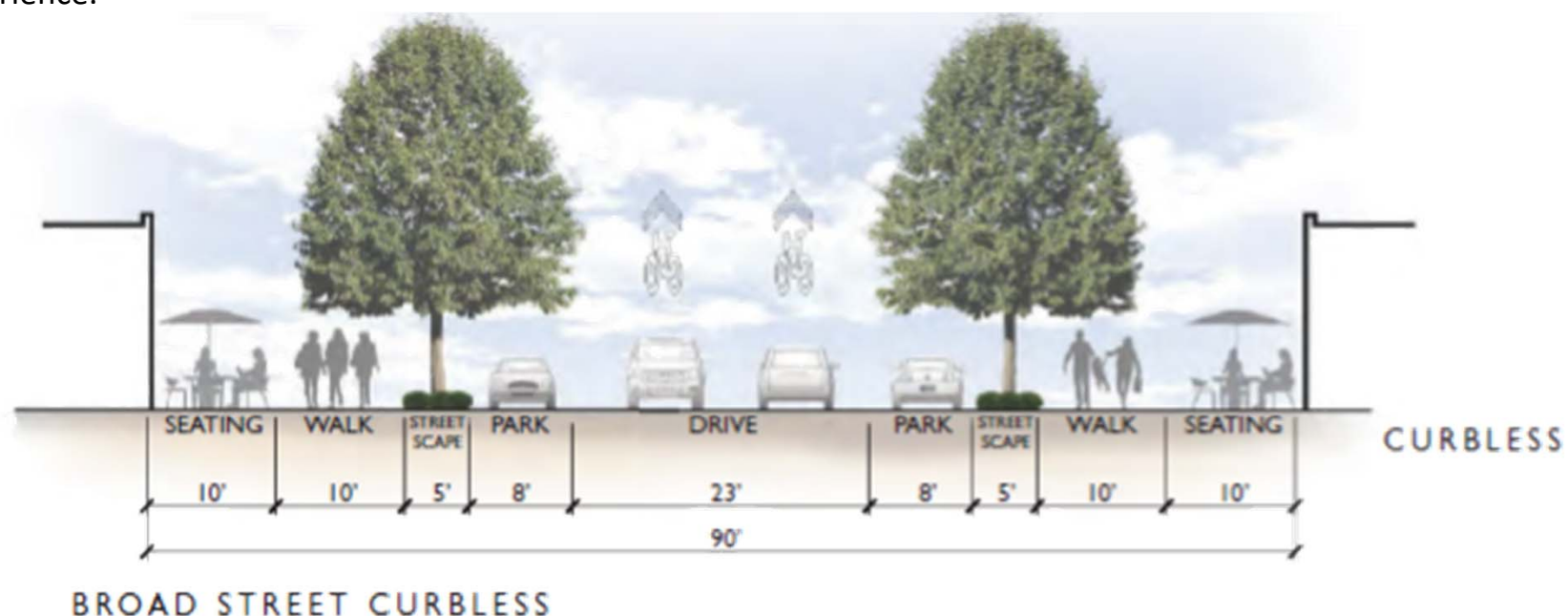
Such streetscape improvements are important to the circulation of the new Master Plan, and will provide optionality for visitors on the streets and the new Rail Trail pathways to enter the urban core.

A major goal behind the design of the streetscape improvements within the Town Center is to slow down vehicular traffic, thereby enhancing the pedestrian experience. The speed at which automobiles travel through these industrial-sized blocks, especially Broad Street and Peachtree Road (based on community feedback), is a concern that should be addressed in order to attract more retail to the area. Broad Street’s proposed improvements, for example, accomplish a traffic calming effect by offering parallel parking and shared bike lanes. The roundabout in the plan also significantly slows vehicular traffic down while also squaring up the Irvindale and Plaza Rd. intersection with Broad St.

Such improvements implemented to slow down vehicles inspires the buildout of walkable spaces. In the below Broad Street sectional, a tree-planting zone of five feet further helps separate vehicular traffic with that of pedestrians. A generous 10-foot walking path is also in the design, along with an additional 10-foot area for outdoor seating to accommodate anticipated retail and restaurant development on Broad Street. Finally, a “curbless” edge to the street would add to the traffic-slowing effect. As the spine road to the Town Center’s retail, Broad St. can be closed for downtown events, interact with the new plaza in front of City Hall and create an additional, continuous plaza space up to 90 feet in width that creates additional open space.

In other streets on the Master Plan grid, a 70’ right-of-way is designed. This includes lanes for cyclists and for on-street parking, as well as ample room for tree-planting and a generous 10-foot walkway on each side of the street.

Of course, not all of the land that accounts for this 90-foot and 70-foot right-of-way is available, nor will some of it ever be negotiable. While most current and proposed building structures along Broad Street between Peachtree Rd. and the new roundabout do allow for the full 90’, some current buildings interrupt a small portion of the seating area. This interruption, however, creates an added amount of character to the Town Center buildout, and the 90-foot and 70-foot widths are conservative in the sense that some space can be given up in certain areas while still creating the intended experience.





Arts Community Aspirational Goals

During the course of the public hearing process, Seven Oaks heard time and time again from various constituent groups how important creating a place for the arts and history is for the City of Chamblee. Various groups, including those interested in the creation of a history center, as well as performing and visual arts venues, made their intentions known. Councilwoman Leslie Robson, provided an outline of projected program for the arts facility which is included below. It is our intention to keep these requests top-of-mind as we continue the planning process and to engage with these interested individuals to make sure their voices have a place in the ultimate plan approved by the DDA and the City Council. The Development Team is also in preliminary discussions and planning steps for a community History Center located within the DCTC.

Studios: Artists will have vibrant and versatile workspaces. They will each pay rent based on the size of the space, and can offset some of the cost by teaching classes that have participation fees. Their mediums will be diverse; pottery, painting, jewelry making, sculpture, even robotics. There is demand for studio space by artists throughout the community, as well as a demand for classes in each of these mediums.

- Southeast Fiber Arts Alliance (SEFA) Space
- Teaching
- Woodworking Space
- Gallery/Event Space
- Performance Arts Venue(s)
- Restaurant(s)

Considerations

- **Hub:** Chamblee lacks a magnet facility for arts and cultural events, and due to the available existing City Hall, does not have to build one from the ground up. The Community Arts Center could possibly serve as a civic center, eliminating the need for the City to build one of those, as well.
- **Multicultural Engagement:** Chamblee is fortunate to be part of a culturally diverse region. With teaching spaces and studios that feature a variety of mediums, as well as a gallery through which to sell and view work, Chamblee has the opportunity to educate people on art forms from around the world and share and sell art that is as diverse as its people.
- **Nightlife:** With an influx of millennials and young families, Chamblee needs a hub with businesses and events that stay open later in the evening. The City's proximity to PDK is also noteworthy. Private jets fly into Chamblee each week, but most of the visitors don't stay in the City. The Cultural Arts Center's restaurants/bars, performance venue(s), and event space would form an attraction and boost evening commerce.

"Nature is the art of God" – Dante Aligheri





VI. RECOMMENDATION ONE – ESTABLISH A NEW DOWNTOWN CHAMBLEE TOWN CENTER DISTRICT WITHIN THE VILLAGE COMMERCIAL ZONING CLASSIFICATION

How do we accomplish this?

In coming up with these recommendations, the Seven Oaks team talked with members of the City administrative staff as well as a number of experienced land use attorneys and zoning experts. After carefully considering several options, it is the Seven Oaks' team belief that the least intrusive and easiest way to proceed forward would be to create a subdistrict category under the current Village Commercial Plan. In that subdistrict category under Village Commercial, the new *Downtown Village District*, would incorporate the following changes:

- Set up zoning classification;
- Introduce a height envelope along Broad Street;
- Specify certain streets within the overall City Center area for current and future hardscape and landscape improvements pursuant to the plans presented to the DDA and shown within this document;
- Flexibility within the overall zoning district for uses, as well as combination of uses, provided that such uses are consistent with the DDA requirements;
- Classify those streets within the overall City Center area that are “retail streets,” those that require 18FT high retail on the bottom floor, and “active streets,” those that activate the street frontage, but without a retail specific use. Such active streets will require residential units that engage directly the street engagement;
- Require that any large lots upon redevelopment or rezoning provide public right-of-way access any time the street frontage along existing public right-of-way exceeds 400ft. This is to encourage pedestrian connectivity throughout the District;
- All streetscape improvements for the area would require using a palette of images which will be developed and presented to the DDA as part of the implementation of the plan;
- There will continue to be an architectural review committee which would approve all façade plans, building materials, and paint colors for any existing buildings being modified or new construction. While flexibility is a goal, the area would be given some architectural guidelines that include sample images which reflect the design vernacular desire;
- As part of this new area, the City would identify all nonconforming uses and require that upon the issuance of any new business licenses, sale or change of property, that future use be brought into compliance with the new requirements. In addition, the 20% open space requirements, the 4.0 FAR, and 75FT height limitation, would all be left flexible to look at in the context of the entire plan for streetscapes and the like.
- The goal of the new Downtown Village District will be to create harmonious but diverse design options that reflect the unique history and design standards for the City of Chamblee.



VII. RECOMMENDATION TWO: ESTABLISH NEAR-TERM PRIORITY PROJECTS AND INITIATIVES



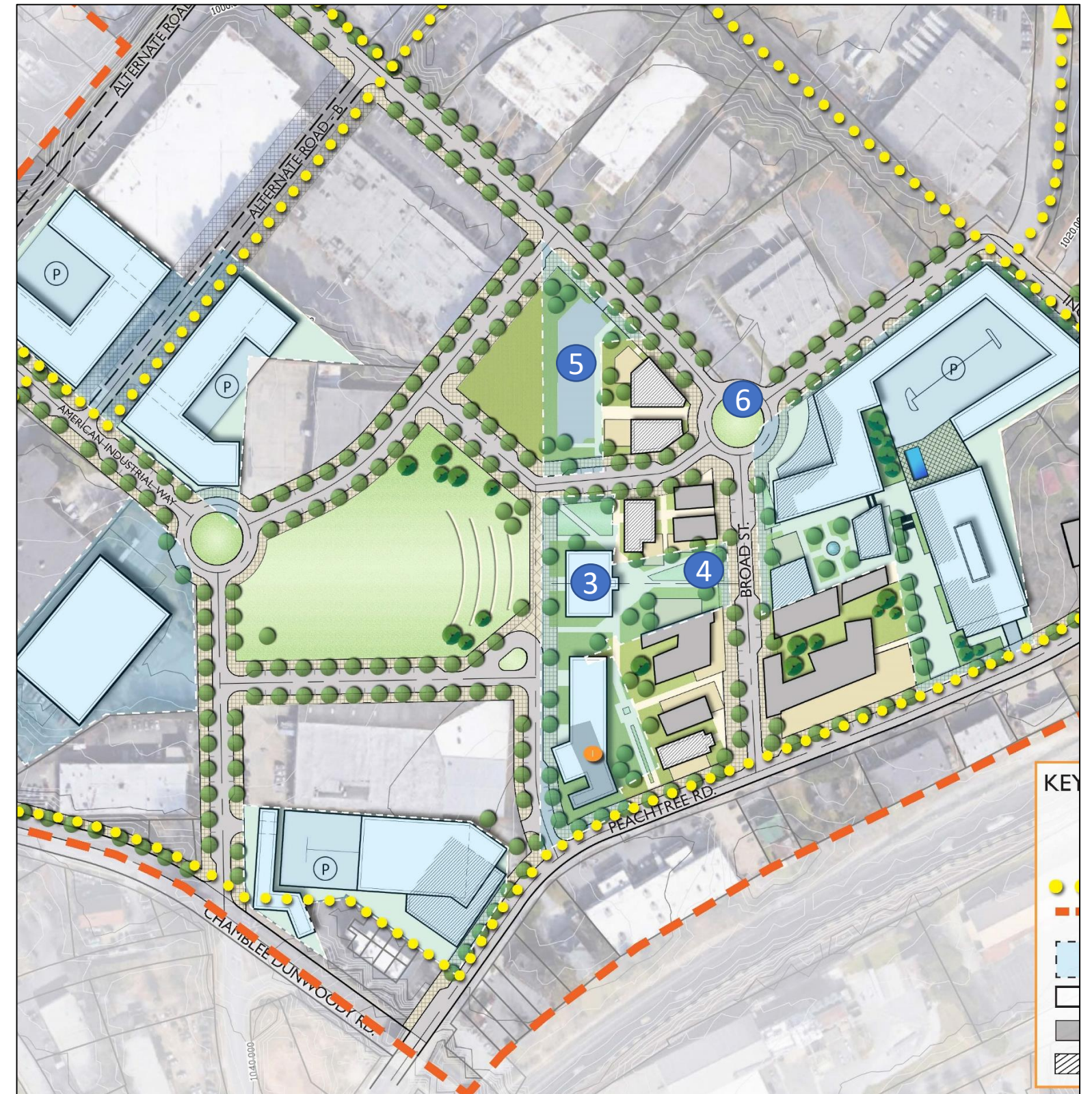
There are a number of important initiatives that we suggest the City could begin planning today due to its strategic land acquisitions that have transpired in recent years. The Development Plan as a background for the priority list and strategy described later in the report.

- Broad Street Improvements** – Broad St. is planned to be the central corridor of the new Town Center, catering to the pedestrian experience and serving in tandem with the new Plaza to serve a common gathering space for special events. Broad St. is in fact “broad,” due to the building setbacks from the road – up to 90 feet between building structures – so measures should be taken to make this street special while keeping the existing buildings and businesses intact. The Development Team proposes on-street parking for the majority of the frontage to replace the angled parking that exists on the private property today. Further, a generous 5-foot tree planting zone, combined with a 10-foot sidewalk and 10-foot seating area where available would provide for ample room for the Broad St. corridor to serve as the central retail district for the Town Center. Finally, grading the road to provide curbless or rolled edge along this thoroughfare will open up the feel even further, and may be closed to vehicular traffic for special events allowing for pedestrian or seating-only.
- Current City Hall Building** – This building maintains a prominent location in the Town Center Area. Just as one walks onto the new bridge on Peachtree Rd. spanning over Chamblee Dunwoody Rd., this building’s façade is the focal point in the frame of the new Town Center. As a result, it is critical to maintain a unique character to give the visitor an immediate sense of place. The development team has envisioned retaining the façade of the building, but expanding the square footage beyond its existing walls to accommodate either a new retail or public arts/entertainment and event space use. A conceptual drawing of this footprint is shown on the Development Plan.
- Police Station** – The continuity of active uses is a vital feature to the advancement of a thriving downtown. The current Police Station houses offices for patrol and six temporary holding cells, neither of which complement the projected uses of the Town Center’s overall intent. As described later in the report, **the Development Team suggests that the use in this building be moved to a new building and separate location** that continues a high level of service to the public at a high degree, while relinquishing its current land in the Town Center to a more conforming use.



VII. RECOMMENDATION TWO (continued)

3. **New City Hall** – Given the burgeoning nature of development up the Peachtree Boulevard corridor, and the recent substantial expansion of the Chamblee City Limits in 2011 and 2013, the City Hall Annex needs to be expanded. The programming for a City Hall includes 26-28,000 square feet, driven primarily by the Space Needs Assessment compiled by Clark Patterson Lee. The Development Team proposes locating a new City Hall building on the site of the existing Police Station and Jail. Conceptual architecture assumes two-three stories, with two front door entrances entered on one side via the new 2.75-acre park, and the Plaza described below.
4. **Hardscape/Greenspace Plaza** – In the workshops led by the Development Team with the City Council, DDA and the overall community, one of the most prevalent underlying themes that emerged was a linear plaza/park space intersecting the Broad St. corridor. Book-ended by the new City Hall and new retail spurred by the 4.8 acre tract owned by the DDA, this plaza can be lined with both existing and new buildings. This plaza coupled with the new Broad St. streetscape and lined retail can create the confluence of activity, making the Town Center a destination location.
5. **Current Civic Center** – The Civic Center today sits on the highest elevation in the Town Center. This helps make the site a premier location for a private developer wanting both visibility and from the street and unencumbered view corridors. However, the site is limited today due to its odd configuration and topography, making the site alone too narrow to market for its highest and best use. Ultimately, if adjacent sites are acquired by the City, this should be actively marketed to a private developer, but based on today's ownership structure, the Development Team believes the best use is to serve as temporary surface parking for the new City Hall. Because the new City Hall is planned to accommodate the services in the Civic Center today, the Civic Center should not be demolished for surface parking until the new City Hall is built.
6. **Broad St. Traffic Roundabout** – Traffic roundabouts can reduce traffic congestion and provide some aesthetic relief to an otherwise abrasive concrete traffic grid. The primary driver to place a traffic roundabout is to slow traffic down along Broad St. This, coupled with the new on-street parking should allow for a broad walkable corridor that is intended in this area. Further, a traffic circle in this location will act to square up Plaza Way and Irvindale Way, assisting the safety and orientation of this important intersection.





VII. RECOMMENDATION TWO (continued)

- 7. New Mixed Use Office, Retail, Multifamily Private Development** – Envisioned on a 4.8-acre site of raw land recently purchased by the DDA, Seven Oaks believes this site should be used as a primary engine in Phase I that drives the new activity in the area. While buildings along the Broad St. frontage maintain a low height profile, a 200-unit multifamily project built alongside a 90,000 square-foot office and retail development can fit on the site, establishing a critical mass and bringing substantial new revenue base for the City. This development also brings with it a vital function needed by the Town Center: public parking. This development can serve as the first parking node placed on the periphery of the Town Center. The city should enter into public-private partnership with Seven Oaks to allow this development effectively serve the community and activate its recent land acquisition.
- 8. Office, Retail Development with Residential outparcel** – The DDA also recently purchased the land tract behind Vintage Pizzeria. This site fills in an existing hole of street frontage that is already bordered by strong developments in the Vintage Pizzeria and the current City Hall building. For continuity in the pedestrian experience, retail should be built along the street here, with either an office, multifamily or condo project built vertically to produce the highest and best use of the land. A 90,000 SF office/retail project is drawn here, with a small townhome or stacked-flats project facing Chamblee Dunwoody and lining the deck. Due to its central location to all three Phases in the Town Center, this location can also serve as a parking node for anticipated growth. We also believe and recommend that the City and DDA hold this site until the Phase Two portion of the plan is implemented, in order to maximize its value, consistent with the Downtown Chamblee Town Center Plan.
- 9. Additional Road** – Enough room in the back of the City-owned land to allow for a new road to be built. This contributes to the new street-grid system proposed in the Master Plan and allows for functionality and interaction with New City Hall building. A two-way vehicular road with a porte-cochere can provide ease of drop-off for visitors to City Hall or the new Plaza and its surroundings. Additionally, an access road should be built as a continuation of this new road connecting up to Plaza Way, large enough only to accommodate a service vehicle but otherwise serve as a walkway. This road is important to help traffic circulation especially in Phases II and III.

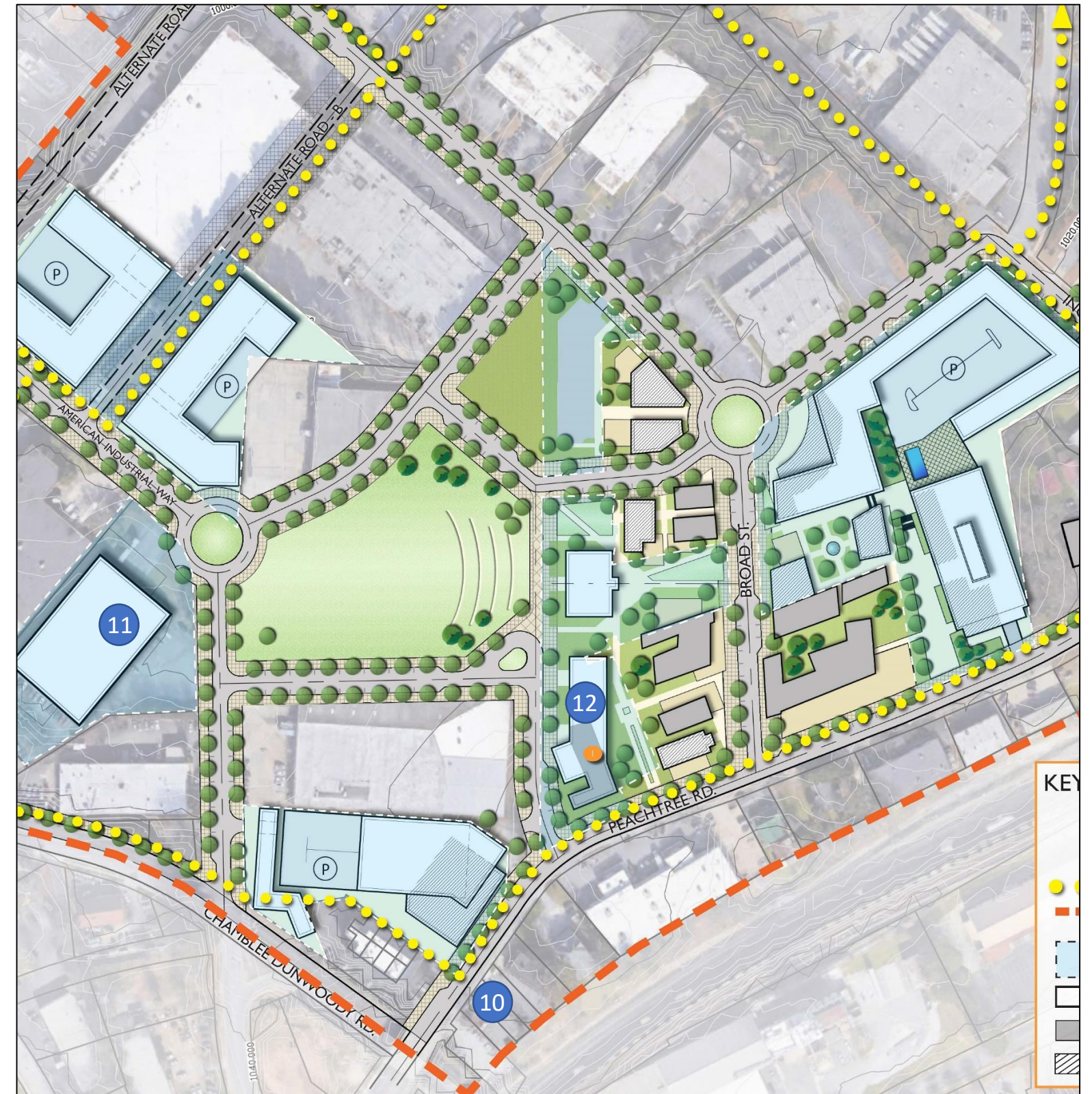




VII. RECOMMENDATION TWO (continued)

- 10. Rail Trail Extension** – as an extension of the efforts already in motion by the City to extend the Rail Trail and Peachtree Rd. streetscape improvements from the Whole Foods development up to Chamblee Dunwoody, the “high-line” route of the Rail Trail is proposed in Phase I. This gives pedestrian circulation around the perimeter of the new development, providing access into the Town Center from all angles.
- 11. Tables & Chairs** - The Tables and Chairs building shares a critical location in the City’s future development plans. It will be giving up a significant amount of its frontage for the planned roundabout at the elbow of American Industrial Way, as well as sit at the southern end of the planned 2.75 acre public park and amphitheater. While there are several uses contemplated for it, the activation and repositioning of the actual building as creative office space with a possible art gallery or other functioning restaurant space at the frontage with design elements around the traffic roundabout, could be an exciting and creative use of that area.
- 12. Adaptive Reuse and Activation of City Hall as a Cultural Arts Venue** – The existing City Hall building has many positive characteristics. Its façade along Peachtree Road is iconic and reflects the industrial heritage of the City of Chamblee. The park area on the southern side of the building should be preserved and used as an attractive space for outdoor activities and possible exhibitions. The annex could easily be expanded along the north to double its length and also with the natural drop in topography, potentially provide an indoor entertainment venue. This connection adjacent to the actual City Hall and the planned outdoor amphitheater, as well as the hardscape event space in front of City Hall along Broad Street, makes it a logical location for this type use.

As the DDA and City consider each of these many options, they should remember that ultimately the goal of either the development by the DDA or by parties following the DDA standards, is to both create and to encourage private development of the DCTC’s own unique character that will make Chamblee a thriving diverse community. The plan shown is simply a plan, and is work that should be anticipated to vary depending upon the specific opportunities that present themselves over time, as long as they are consistent with the objectives within the DCTC.





VII. RECOMMENDATION THREE - ESTABLISH LONGER-TERM PRIORITY PROJECTS AND INITIATIVES

Phase II of the Master Plan is primarily focused on improving the street grid and allowing a conducive environment for mix up. Downtown Chamblee was built to serve the industrial roots spurred by the rail line and later the confluence of I-85 and I-285. This created massive street blocks that are not suitable for walkability or local vehicular traffic circulation. Phase II continues the theme of creating a walkable environment while completing the bigger picture of i) alleviating traffic congestion and ii) blocking out marketable development pads.

- 1. New Roads and Streetscape** – Due to existing land ownership, the street grid proposed should be viewed as Phase II improvements, contingent upon future agreements and changing land and building use by surrounding landowners. This street grid was designed with a long-term view in mind. The intent to improve traffic circulation by providing outlets and connection points for future roads and thoroughfares outside the lens of the Town Center.
- 2. Central Park** – the current sloping grade of new City Hall to the Chargrill property allows for a gradual slope leading up to the New City Hall. If acquired, the 2.75-acre property will create new “ocean front” property that may be sold to private developers or developed by current owners. There will be a great demand for accessibility to the premier amenities in the Town Center. Flexible park space, providing large built-in steps that can act not only as amphitheater space, but alternative uses such as art and food festivals, will be designed into this iconic City investment.
- 3. Private Development and Parking** – As the park is developed, a new front door is as well along American Industrial Way. The DDA owns three (3) existing properties along this primary entryway into the DCTC, setting up for what can become a third main public parking node for the Town Center.





VII. RECOMMENDATION THREE (continued)



4. ***Pedestrian Bridge and Community Leadership*** – One of the major points of consensus among community leadership and its citizens was important to connect between the DCTC and large residential neighborhoods across Peachtree Boulevard, physically as well as symbolically. The market consultant Noell believes it critical to establish signage and gateway entries into the new downtown from Peachtree Boulevard so people will know how to get there from main arterials.

The topography of American Industrial Way provides a stunning view corridor for a pedestrian, enhanced by the new park and traffic circle. On the north end of the bridge sits Chamblee High School. Given the need for a high-speed traffic corridor that exists on Peachtree Boulevard, a pedestrian bridge can bypass that activity to make a vital connection point between the new Town Center and some of Chamblee's most prominent historical neighborhoods.

A combination of well-designed signage, and structural elements will ensure this objective is achieved.



VII. PRIORITY PROJECTS AND INITIATIVES

“A goal without a plan is just a wish” – Antoine de Saint Exupéry

2018

- Create a Zoning Sub-district for the Downtown Town Center under Village Commercial Zoning
- Initiate and complete design of streetscape improvements along Broad St. and overall DCTC hardscape standards
- Find location and funding for new police station with the goal of relocating its offices along with court spaces out of current facilities
- Interview design firms and begin design of new City Hall Plaza area and City Hall
- Formalize Art & History Councils
- Set up formal rules and guidelines for Architectural Review Committee for DCTC
- Compile a strategy that addresses parking needs based on future demand

2019 - 2020

- Negotiate easements for improvements along Broad St. and with existing landowners; construct improvements
- Design and begin construction on “High-Line” portion of Rail Trail, using Master Plan streetscape specifications
- Expose options for reuse of current City Hall building for private use (with design/use restrictions), or as a new community facility for Arts Center and other uses
- Police offices relocate to new location, construct new plaza area in front of City Hall
- Design and install street bridge and improvements along Peachtree Rd. Bridge (over Chamblee Dunwoody)
- Construct new City Hall building on former Police Station site
- Continue strategic land acquisition and sale strategy within DCTC area

2021 - 2024

- Complete High Line Rail Trail
- Design and construct Low-Line Rail Trail, including negotiating easements for remaining right-of-way needed
- Complete DCTC streetscape improvements along American Way, Broad St. and Peachtree Rd., as well as any newly created roads
- Continue strategic activation of land parcels within DCTC in order to complete the DCTC Master Plan
- Complete remaining street grid installations and green space as drawn on Master Plan
- Negotiate easements and design/build DCTC portal bridge over Peachtree Boulevard

FIVE-YEAR CAPITAL PLAN

Sources: 5-year TSPLOST funding
Parcel Land Sales and Reinvestment
Increased Borrowing Capacity

Uses:

Create Zoning
Sub-District; Begin
Broad St. & Police

2018

Complete “High-
Line” portion of
Rail Trail

2021

Complete Broad
St. Road
Improvements

2019

Complete “Low-
Line” portion of
Rail Trail

2022

Complete Police
Station and New
City Hall

2020

Complete
Strategic Land
Acquisitions

2023/24



The Development Team took a look at what the future of the Town Center might look like if all of the tasks in the previous page were carried out. This image to the left presupposes either private or public development on land parcels beyond what is shown in the Final Proposed Master Plan, perhaps in the years that follow the activity proven by Phase I of the DCTC.

Note that the site behind Vintage Pizzeria has been adjusted to extend up to the Central Park area. After much consideration, Seven Oaks believes that the DDA-owned portion could be better composed as a part of a larger site, which would be able to accommodate a greater mix of uses. If expanded, this site could also be considered by a large corporate user. Currently, there are development challenges to the DDA-owned portion that constrict it from reaching this apex of potential if instead it stood alone.

In a similar approach, the image to the left considers the full development of the current Civic Center land. Currently a long strip parcel, the image to the left instead allows for room to build more of an efficient critical mass of commercial space fronting the Central Park and two new connecting roads.

These additions, among others, validate our recommendation to set many of the Phase II parcels as they are shown.



VIII. CITY'S ROLE IN FUTURE DEVELOPMENT

“Money on the wood makes the crap game good,” J. Chandler Peterson

The City of Chamblee will play a critical role in successful execution on its new City Center development. Of primary importance is to recognize and provide the appropriate framework of incentives coupled with City rules and regulations that will provide a flourishing of private development within the development envelope requested by the City. Some objectives that should be considered are the following:

- **City is a Catalyst, a Driver** - The City's primary role is to be a catalyst for private economic development. With that in mind, the incentive structures that are allowed by the City, including flexible zoning, economic incentives through the phantom bond structure, are critical. The wise use of this in the past has created some cutting edge and attracted retail and residential multifamily developments along the southern edge of the City. These same incentives need to be used here;
- **Public Investment Proceeds Private** Development - Design and coordination of common infrastructure improvements within the City Center. Here the City has the opportunity of creating a unique streetscape which can consist of signage, street lighting, eating areas, crosswalks, and landscaping that will set the DCTC Center area apart and make it a distinctive destination area for the community. All of these items should be codified and set forth in building streetscape standards that will help guide private developments as well as City financed infrastructure improvements;
- **Don't Forget the Importance of the Arts** – Establishing, creating and nurturing these community institutions. Chamblee has the unique opportunity to dramatically enhance its arts and community performance venues and participation by its citizens. Specially, we see three opportunities:
 - *City of Chamblee History Center.* This would be located at a property in the DCTC. It would become a focal point for meetings and further design and funding, as a potential entertainment and wedding venue for special City events. Once a suite hotel is designed and built, the venue have any greater opportunity for multiple uses;
 - *Natural Open Amphitheater Space.* As part of the larger urban park space, there will be an amphitheater following the natural terrain drop off from the new City Hall down to the lower area of the park. This will provide an optimal multiuse venue in terraces that will be available for an attractive amphitheater concert space;
 - *Community Arts Indoor Performance Venue.* This would be made available by the effective adaptive reuse of either existing warehouse space or existing City space.
- **Establish a Clear Game Plan & Playbook** - By establishing the “rules of the game” through a new DCTC subarea-zoning classification, the City can guide flexible commercial development to achieve its ends. This program is explained further on page ? Of this proposal. The combination of the Architectural Review Committee and discretion given to City staff for the new subarea district in the permitting area will allow the City to achieve its ultimate objectives.
- **Use Your Experts** - We would recommend that the City also retain an ongoing relationship potentially with an oversight group like Seven Oaks Company to provide advice and counsel to the City as it continues down this path.



IX. LEGAL & STRUCTURAL ISSUES

“Lawyers are beavers in the stream of Life” – An old recovering lawyer

Critical issues to be addressed for any future City Purchase-Sale Agreement

With our regular guidance and direction, the City and DDA is currently working with a registered broker to help assist with the acquisition of key strategic parcels that will help form the assemblage for the Town Center. Each of these negotiations is unique and will have their own set of specific items to be considered by the DDA that become critical in the overall decision. Those factors include the following:

- The City's current borrowing capacity
- Long-term flexibility for serving the public good
- Timing of planned projects already in place
- End User or Purchaser viability
- Potential revenue from existing and/or tenant rent
- The City's short-term and long-term partnership interest in any joint venture
- Environmental exposure
- Zoning
- Easements
- Lot redrawing or splitting

Additional terms to be considered in any Purchase and Sale Agreement may include:

- Buyout clauses
- Option clauses
- Earnest money
- Inspection period and Closing period
- Contingencies to close

All specific land parcels and corresponding term sheets will be discussed at length in DDA Executive Session and contain both the input from the DDA's legal counsel, as well as Seven Oaks Company as the Master Developer for the City.

As with any purchase and sale agreement, there are numerous issues that are unique to either ground lease or building lease that the City and DDA will need to take into consideration in any negotiations to secure or grant a leasehold interest in real estate. Since every situation is unique, it goes beyond our capacity at this point to make general comments other than to recommend the continued engagement of experienced legal counsel like Seyfarth Shaw, counsel to the DDA, to assist with those specific negotiations and its seasoned broker, Don Brooks. As always, flexibility in term length, extensions, and termination and expansion options are critical. Likewise, specific ground leases and/or space leases considered by the DDA and/or City will be required to go through executive session and the advice of legal counsel to the DDA, as well as Seven Oaks, the City's and DDA's Master Developer.

**IX. LEGAL & STRUCTURAL ISSUES (continued)*****“The first thing we do, let’s kill all the lawyers” - William Shakespeare’s Henry VI, Act 2*****Potential issues to be addressed for any future City Master Declaration of Covenants, Conditions and Restrictions**

The City may from time to time want to enter into a Master Declaration for either easements, or covenants and restrictions, with regard to specific areas of real estate within the Chamblee City Center. This would generally occur when there are mixed use components put in place of which the City has a continuing real property interest. A number of issues will need to be considered in relation to each of these, each of which will require intensive discussions between members of the DDA, the community being served, as well as the other parties to such declaration or subject to its enforcement. Typically, declaration of covenants and restrictions (“CCR”) conditions like this contain a number of elements, including the following:

- Zoning Overlay and borders
- Design Guidelines, including required streetscape improvements
- Use requirements on new development
- Bylaws – Voting Rights and District Allocation
- Common Area Dues/Assessments and Annual Budget
- Green space requirements
- Parking standards, and Parking program
- Service vehicle restrictions
- Drainage and Grading Standards
- Security
- Logo & Branding
- Landscaping/hardscaping requirements
- Declarant, and Declarant’s Rights
- Rail Trail use and restrictions
- Garbage removal
- Insurance standards
- Utilities sharing
- Signage & Wayfinding
- Enforcement of CCRs and penalties for non-compliance

Priority list of programming, and staging by the City

Ultimately, the City and the DDA will set an overall direction for which sites owned by the City or DDA will be marketed for sale or development in the near term, and what are otherwise used by the DDA/City for public or quasi-public uses. Priority of work within the Chamblee Master Plan should be ranked by the City and contribute to based on a combination of factors including feasibility, flexible funding sources, potential public/private partnerships, as well as those that have those projects that will enhance the City Center and Chamblee community overall. Such projects should be separated into two broad categories based on infrastructure and/or land use, and listed in chronological order.

Cash Flow report for the City

A forecasted cash flow report, using multiple, defined scenarios, will be drafted and presented by Seven Oaks as a resource for the DDA to measure the monetary impact of implementing the Chamblee Master Plan development for a given approach or schedule voted on by the Board.



X. FINANCIAL TOOLS & INCENTIVES – STRATEGIC PLANNING

“Where there is no vision, the people perish” – Ancient Hebrew Proverb

The City of Chamblee has a number of financial tools available to it to help achieve the DCTC.

Ad Valorem Tax Abatement Bond Financing - Of greatest familiarity to both the DDA and the City Council has been a well regarded and often used “Bonds for Title” financing structure which amounts to an ad valorem tax abatement for a period of time for the new added value for the land being developed. These incentives can be significant over time, but also help move the needle substantially for private developers when they are trying to balance project costs and financial returns, as well as provide inducement for a higher quality development to move into an area that might be considered more “pioneering.” The DDA needs no instruction from Seven Oaks on how to do this, but we would strongly encourage them to continue making these type investments that have resulted in the superior quality projects along Peachtree Blvd. and Peachtree Rd. as shown on page 5 since the year 2000. In particular, we encourage the DDA to be prepared to similar strategic investments to encourage both residential and commercial development within the DCTC, which furthers the creation of the DCTC.

Tax Allocation Districts - A second incentive option would be the creation of a Tax Allocation District (TAD). While this is used by a number of cities and counties around the Metro-Atlanta region, it has fallen out of favor in recent years somewhat because of the school board’s of various jurisdictions being extremely reluctant to reduce their share of taxes given increasing budget pressures. Knowing DeKalb County School Board’s recent political stance regarding these type of abatements, we don’t believe that this is a viable option in the near term for the City of Chamblee.

Urban Redevelopment Area - The third incentive would be the creation of an urban redevelopment areas. City staff is already pursuing this option, providing a window of opportunity for them to help reduce the overall financing costs and hurdles for building some of the newly planned civic improvements, which are commensurate with the goals of the DCTC. It is beyond the scope of our engagement to comment on these efforts, but we believe that this could be a potentially beneficial tool in the City’s toolbox as it attempts to leverage all possible State and Federal resources together in order to achieve the broad vision of the DCTC

Opportunity Zone – One of the strongest tools to attract new investment for office uses is the Opportunity Zone classification. They provide substantial benefits directly to the tenant/employer for new jobs being created coming in from out of state. DeKalb has been slow in securing opportunity zones: much of the criteria is similar to that for securing an “urban redevelopment area.” One of the major reasons for Ponce City Market’s success is its inclusion in an opportunity zone. Seven Oaks will work with the City and DDA to help secure this classification.

Downtown Community improvement District - Fourth, the local business community should form a downtown community improvement district (“CID”). CIDs first having been created in the late 1980s in the Cumberland market in Atlanta have become a popular vehicle employed by businesses to enable creation of a self-tax structure, which raises funds that can be directed by those businesses to help achieve common public safety and infrastructure objectives. This could range anywhere from the maintenance of a Downtown Security Force to infrastructure improvements and/or landscape and hardscape maintenance. One need only look at the Central Perimeter marketplace which CID was created 18-years ago to see the clear benefits, and state and federal leveraging opportunities that are commensurate with this form of quasi-public entity. Even though there is a broader effort right now to create the “Peachtree Gateway Community Improvement District” encompassing both Buford Hwy. and Peachtree Blvd. south of I-285, we believe that the DCTC area should create its own CID for the specific purpose of helping guide infrastructure development, maintenance of certain public improvements which specifically benefit the DCTC, as well as provide leverage for the City of Chamblee to obtain state and federal monies to help accomplish the broader objectives of completing the Rail Trail system and network, road improvements, as well as other items that will be of benefit to the entire Chamblee community.

The senior principals of Seven Oaks have extensive experience in both the creation and the operation of Community Improvement Districts. Bob Voyles currently serves on both the boards of the Cumberland CID (a \$6M annual operating budget) and the Perimeter CID (Bob is a founding member with similar size operating budget). We welcome the opportunity to assist the City directed to help enhance the opportunity of private development consistent with the vision for the DCTC.



XI. CONCLUSIONS AND NEXT STEPS

“A journey of a thousand miles begins with the first step” - Lao Tzu, ancient Chinese philosopher

Seven Oaks recommends the following specific steps for the DDA and the City Council to take for the next 30 days:

1. Engage HGOR to complete the design for hardscape and streetscape elements for the Broad Street corridor. These hardscape elements will form the template for all additional streetscape within the City Center designated area.
2. Engage a civil engineer who is familiar with the City to begin a utility survey on Broad Street and work HGOR to design the infrastructure installation.
3. Engage TSW (Caleb Racicot) to work with the City to author the amendment to the existing zoning code to create a subarea district within Village Commercial for the DCTC.
4. Formally task City Manager to begin the implementation of moving the City Jail and Police Station to a preferred location outside the City Center.
5. DDA to complete current additional property acquisitions in process and develop priority list for additional acquisitions.
6. Have City staff and Seven Oaks Company create a program for a special *Developer Day* in late October to showcase the City of Chamblee and its new plan.
7. Have Seven Oaks take lead to coordinate with groups like BisNow, and the Atlanta Business Chronicle, and the AJC to help publicize the plan.
8. The City and DDA should pursue securing an “opportunity zone” classification for the DCTC area at a minimum, but potentially for all of the land between Peachtree Boulevard and the railroad, as well as the area east of New Peachtree Road surrounding Peachtree DeKalb Airport, after discussing with the DDA.
9. Create formal History Center Task Force that will work with the DDA and Seven Oaks to create a program for the History Center Building.
10. Create a formal Arts Council to study the repositioning of the existing City Hall building and program to work with Seven Oaks and the City for a long term strategy for that facility.



XII. APPENDIX/EXHIBITS

All three (3) Market Studies supporting our conclusions may be found in full on the City's Town Center website. <http://towncenter.downtownchamblee.com/wp/>

Chamblee Town Center Market Study: <http://towncenter.downtownchamblee.com/wp/wp-content/uploads/2018/06/Chamblee-Town-Center-consolidated-FINAL-3.23.18.pdf>

Chamblee Town Center Hotel Study: <http://towncenter.downtownchamblee.com/wp/wp-content/uploads/2018/06/Chamblee-Town-Center-Hotel-Study.pdf>

Chamblee Town Center Parking Study: <http://towncenter.downtownchamblee.com/wp/wp-content/uploads/2018/06/Chamblee-Town-Center-Parking-Study.pdf>

Chamblee Town Center Survey Results: <http://towncenter.downtownchamblee.com/wp/wp-content/uploads/2018/06/Chamblee-Town-Center-Survey-Results.pdf>

Additionally, videos of the Team's monthly presentations for each DDA meeting from January through June, along with the materials submitted for those meetings, may be found at <http://towncenter.downtownchamblee.com/wp/>. The updated Findings & Directions reports that were sent for each previous month are also included on this website, with the information shown in this report as the Findings & Directions reported for June.







